

Introduction

Central Connecticut State University (CCSU) is committed to both the letter and the spirit of the laws that encompass Equal Employment Opportunity and Affirmative Action.

The 2013 AA Plan was approved in September 2013. All 18 elements were in compliance with the regulations. The following sections had notations for correction for the 2014 AA Plan submission:

1. Section 46a-68-36 Assignment of Responsibility. "As was stated in the prior review and analysis report, the plan must contain some evidence that the required meetings to acquaint employees with their responsibilities under the plan did occur during the reporting period." This section has been modified to directly indicate actions taken during the reporting period to address this statement.
2. Section 46a-68-39 Utilization Analysis. "In future filings do not indicate that the Protective Services is EEO-7." This has been modified and addressed in this AA Plan submission.
3. Section 46a-68-45 Upward Mobility. "As was stated in the prior review and analysis report, not all promotions are upward mobility promotions pursuant to the affirmative action Regulations. The upward mobility goals (and subsequent promotions) are to be a part of a planned program of upward mobility. The plan should explain why these promotions are upward mobility promotions as opposed to "regular" promotions. Review the affirmative action Regulations and the Upward Mobility Guidelines and seek technical assistance from the Commission on Human Rights and Opportunities." On June 6, 2014, the Chief Diversity Officer and Associate in Diversity and Equity had a technical assistance session via phone with Neva Vigezzi, their CHRO reviewer. This section as well as others was discussed. This section has been modified in this submission to address the notations in the 2013 review.

To achieve all lawful objectives, the University has developed the annual 2013-2014 Affirmative Action Plan, pursuant to section 46a-68 of the Connecticut General Statutes and the corresponding Affirmative Action Regulations for State Agencies. The Plan follows the format set forth in the regulations and addresses each element therein.

With a deeply rooted belief in the principles of Affirmative Action and Equal Employment Opportunity, Central Connecticut State University continually strives to provide all employees, current and prospective, every entitlement and possible benefit regarding their employment. Likewise, Central Connecticut State University continually strives to ensure that every student is afforded the highest standard of educational opportunity.

Response to the Commission on Human Rights and Opportunities Critique

Pursuant to Section 46a-68-66 of the Regulations of Connecticut State Agencies, Central Connecticut State University accepts the Commission on Human Rights and Opportunities' recommendations as voted on at its September 17, 2013 meeting and officially dated on September 25, 2013 regarding the University's June 30, 2014 Affirmative Action Plan. This response addresses all proposals and/or recommendations made by the Commission.

SECTION 46a-68-36. Assignment of Responsibility:

PRESENT SUBMISSION: In compliance

PROPOSALS OR RECOMMENDATIONS: As was stated in the prior review and analysis report, the plan must contain some evidence that the required meetings to acquaint employees with their responsibilities under the plan did occur during the reporting period.

UNIVERSITY RESPONSE: Evidence that demonstrate that meeting has been submitted. See Supportive documentation

SECTION 46a-68-40. Utilization Analysis:

PRESENT SUBMISSION: In compliance

PROPOSALS OR RECOMMENDATIONS: In future filings do not indicate that the Protective Services is EEO7.

UNIVERSITY RESPONSE: In the 2013 AA Plan review this section was found to be in compliance with the AA Regulations. After consultation and receipt of technical assistance on June 6, 2014, regarding section 46a-68-40, utilization analysis, the category of protective services has been modified solely based on EEO category designation and not numerical analysis. The category of protective services has been taken out of the EEO 7 category and separated into its own category.

SECTION 46a-68-45. Upward Mobility:

PRESENT SUBMISSION: In compliance

PROPOSALS OR RECOMMENDATIONS: As was stated in the prior review and analysis report, not all promotions are upward mobility promotions pursuant to the affirmative action regulations. The upward mobility goals (and subsequent promotions) are to be part of a planned program of upward mobility. The plan should explain why these promotions are upward mobility promotions as opposed to regular promotions.

UNIVERSITY RESPONSE: On June 6, 2014, the Chief Diversity Officer and Associate in Diversity and Equity had a technical assistance session via phone with Neva Vigezzi, their CHRO reviewer. This section as well as others was discussed. This section has been modified in this submission to address the notations in the 2013 review.



State of Connecticut
COMMISSION ON HUMAN RIGHTS AND OPPORTUNITIES
Central Office ~ 25 Sigourney Street 7th Floor, Hartford, CT 06106
Promoting Equality and Justice for all People

SENT BY EMAIL

September 25, 2013

Dr. Jack Miller, President
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050-4010

RE: 2013 Affirmative Action Plan --APPROVED

Dear Dr. Miller:

Pursuant to Section 46a-68(d) of the general statutes, the Commission on Human Rights and Opportunities has reviewed the proposed affirmative action plan submitted by the Central Connecticut State University on July 1, 2013. The Commission at its regular meeting on September 17, 2013 voted that the plan be APPROVED.

The review and analysis of the proposed affirmative action plan was performed in accordance with Section 46a-68-60 and is transmitted herewith. **THE SCHEDULED DATE FOR YOUR NEXT FILING IS June 30, 2014.**

The Commission requests that the attached evaluation be thoroughly reviewed to ensure that all deficiencies, omissions, and errors identified in the Evaluation be addressed.

Failure to correct deficiencies may result in a recommendation to disapprove the plan.

Technical assistance is required on the following element(s):

Section 46a-68-45 Upward Mobility.

For technical assistance please contact Neva Elaine Vigezzi, HRO Representative at 860-541-4706.

Sincerely,


Tanya A. Hughes
Interim Executive Director

Attachment

cc: Rosa Rodriguez, Chief Diversity Officer
Neva Elaine Vigezzi, Affirmative Action Program Analyst

Central Connecticut State University

SECTION 46a-68-33. Policy Statement

PREVIOUS SUBMISSION:

This section was in compliance with the Regulations in the previous filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-34. Internal Communication

PREVIOUS SUBMISSION:

This section exhibited weakness in the previous filing. Please refer to the previous plan review and analysis report for specific commentary.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-35. External Communication

PREVIOUS SUBMISSION:

This section was in compliance with the Regulations in the previous filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-36. Assignment of Responsibility

PREVIOUS SUBMISSION:

This section was in compliance with the Regulations in the previous filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

Central Connecticut State University

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

In future filings do not indicate that the Protective Service is EEO-7.

SECTION 46a-68-41. Hiring/Promotion Goals and Timetables

PREVIOUS SUBMISSION:

This section exhibited weakness in the previous filing. Please refer to the previous plan review and analysis report for specific commentary.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-42. Employment Analyses

PREVIOUS SUBMISSION:

This section was in compliance with the Regulations in the previous filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-43. Identification of Problem Areas

PREVIOUS SUBMISSION:

This section was in compliance with the Regulations in the previous filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-44. Program Goals and Timetables

PREVIOUS SUBMISSION:

This section was in compliance with the Regulations in the previous filing.

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SECTION 46a-68-48. Goals Analysis

PREVIOUS SUBMISSION:

This section exhibited weakness in the previous filing. Please refer to the previous plan review and analysis report for specific commentary.

PRESENT SUBMISSION

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-49. Innovative Programs

PREVIOUS SUBMISSION:

This section was in compliance with the Regulations in the previous filing.

PRESENT SUBMISSION

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-50. Concluding Statement

PREVIOUS SUBMISSION:

This section was in compliance with the Regulations in the previous filing.

PRESENT SUBMISSION

This section is _____ Deficient _____ Weak X In Compliance

CONCLUSION:

The proposed affirmative action plan submitted by the Central Connecticut State University for the filing date of June 30, 2013 has been voted approved.

TECHNICAL ASSISTANCE REQUIRED ON THE FOLLOWING ELEMENTS:

Section 46a-68-45. Upward Mobility.

STATE OF CONNECTICUT
COMMISSION ON HUMAN RIGHTS AND OPPORTUNITIES
AFFIRMATIVE ACTION PLAN EXECUTIVE SUMMARY

Central Connecticut State University
AGENCY
(National Statewide and Local Labor Market Areas)

Commission Meeting Date	<u>September 11, 2013</u>
Previous A.A. Plan Status/Date	<u>Approved/September 12, 2012</u>
A.A. Plan Filing Date	<u>June 30, 2013</u>
Date A.A. Plan Received	<u>July 1, 2013</u>
90-Day Expiration Date	<u>September 29, 2013</u>
Filing Status	<u>Annual</u>
Date(s) Analyst Reviewed A.A. Plan	<u>July 29-31, August 1, 2, 5-9 12, 13, 15, 16, 21-23, 26</u>
Date(s) of On-Site Review	<u>N/A</u>
Next Filing Date	<u>June 30, 2014</u>

RECOMMENDATION:

- | | |
|---|---|
| <input checked="" type="checkbox"/> Approved | <input type="checkbox"/> Retain Biennial Filing |
| <input type="checkbox"/> Conditionally Approved | <input checked="" type="checkbox"/> Retain Annual Filing Status |
| <input type="checkbox"/> Disapproved | <input type="checkbox"/> Semi-Annual Filing Status |

Neva Elaine Viguzzi
Reviewer; Neva Elaine Viguzzi
Affirmative Action Program Analyst

We have reviewed the summary and concur with the recommended finding.

Alvin K. Bingham
Alvin K. Bingham, Supervisor
Affirmative Action/Contract Compliance

Tanya A. Hughes
Tanya A. Hughes
Interim Executive Director

EXECUTIVE SUMMARY OF REVIEW AND RECOMMENDATIONS

AGENCY: Central Connecticut State University

AGENCY APPOINTING AUTHORITY: John W. Miller, President

AFFIRMATIVE ACTION PERSON: Rosa Rodriguez, Chief Diversity Officer

INTRODUCTION:

The Central Connecticut State University is located in New Britain. The proposed affirmative action plan covers the reporting period of March 1, 2012 through February 28, 2013 and was filed timely. The previous submission was filed timely and was approved by the Commission on September 12, 2012.

RECOMMENDATION:

That the proposed affirmative action plan for Central Connecticut State University be APPROVED.

SECTION 46a-68-59. STANDARD OF REVIEW

- (a) To receive approved status, a plan must contain all elements required by Sections 46a-68-31 through 46a-68-74, inclusive.
- (b) Additionally, a plan shall be approved only if:
 - (1) the work force, considered as a whole and by occupational category, is in parity with the relevant labor market area; or
 - (2) the agency has met all or substantially all of its hiring, promotion and program goals; or
 - (3) the agency has demonstrated every good faith effort to achieve such goals and despite these efforts has been unable to do so; and
 - (4) the agency has substantially addressed deficiencies noted by the Commission in prior plan reviews in accordance with Section 46a-68-62(c).

Central Connecticut State University

JUSTIFICATION FOR THE RECOMMENDATION:

That Central Connecticut State University's proposed affirmative action plan be APPROVED based on compliance with Sections 46a-68-59 (b)(3), and (b)(4). Specifically:

SECTION 46a-68-59(a)

The proposed affirmative action plan contains all elements required by Sections 46a-68-31 through 46a-68-74, inclusive.

SECTION 46a-68-59(b)(1)

The work force considered as a whole and by occupational category is not at parity with the relevant labor market area. The race/sex ratios of agency employees are not equivalent to those generally available in the appropriate labor markets.

SECTION 46a-68-59(b)(2)

The agency has not met all or substantially all of its hiring and promotion goals. Program goals have been substantially met (see attached charts).

An analysis of the agency's hires during the twelve-month reporting period indicates that in the areas where hires occurred the agency met:

13 out of 41 possible short-term goals or 31.7%

0 out of 1 possible long-term goals or 0%

13 out of 42 total goals or 31%

In addition,

7 out of 16 promotion goals were met or 43.8%

4 out 4 program goals or 100 %

SECTION 46a-68-59(b)(3)

Central Connecticut State University has demonstrated good faith effort to achieve its goals. This is evidenced by the following personnel activity:

Central Connecticut State University's affirmative action plan Section 46a-68-48 Goals Analysis analyses the hiring, promotion and program goals that were established in the prior affirmative action plan. Each goal has been separately addressed and the prior affirmative action plan. Each goal has been separately addressed and the discussion of action taken, thereof, is detailed, searching and complete. These explanations were thoroughly reviewed and are in compliance with the affirmative action Regulations.

Central Connecticut State University

Central Connecticut State University recruitment activities include advertising, sending letters with the position description to appropriate institutions, including those that have significant populations of minorities, recruiting potential minority applicants through professional organizations and at professional meetings, and networking with individuals who are likely to have contact with underutilized members. In addition, the Office of Diversity and Equity established personal relationships with colleges and universities with doctoral degree programs, including historically black colleges and universities, Hispanic-granting institutions as well as institutions awarding doctoral degrees to significant numbers of minority students, designed to increase the diversity of applicant pools.

Faculty and administrative employment opportunities were advertised locally as well as nationally in order to attract large and diverse pools of applicants. Advertisements were placed in local newspapers, such as the Hartford Courant and the New Britain Herald.

The Office of Diversity and Equity posted employment opportunity announcements from the University, other Connecticut State Universities, State agencies, local municipalities, and private sector employers on bulletin boards adjacent to its office.

Continuous contact was made with recruiting sources and organization capable of recruiting underutilized group members for employment. The list of recruiting sources was annually updated. Members of the University met with officials from community, social and religious organizations to discuss community building, which included recruitment for employment opportunities.

The following publications and organizations are representative of those used for the publication of classified advertisements, notices posted on web pages, and distribution of employment opportunity announcements:

- o CALAHE – Hispanics in Higher Education
- o Higherjobs.com (annual subscription)
- o Hispanic Association of Colleges and Universities
- o Hispanic Professional Network of Connecticut
- o Hispanic Outlook (annual subscription)
- o Latinos in Higher Education
- o Hispanic Association of Colleges and Universities www.hacu.net
- o Hispanic Professional Network of Connecticut www.hpn-ct.org
- o Hispanic Outlook Website: www.hispanicoutlook.com
- o Society of Hispanic Professional Engineers – www.shpe.org
- o The Society of Mexican American Engineers and Scientists (MAES), Inc.- www.maes-natl.org
- o Northeast Agents
- o Inner City News
- o Northeast Minority News
- o Diversity Inc.
- o The Journal of Blacks in Higher Education www.ibhe.com

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- National Society of Black Engineers – www.nsbe.org
- The Journal of Blacks in Higher Education
- BlackEngineers.com – www.blackengineer.com
- National Association of African American Studies Organization and its Associates
- Diverse --Formerly Black Issues in Higher Education (annual subscription)
- Minority and Women Doctoral Directory
- South Western University National Minority Faculty Identification Program
- John D. O'Bryant Think Tank for Black Professionals in Higher Education
Predominantly White Campuses
- Connecticut Association of Affirmative Action Professionals
- American Association for Affirmative Action
- Universities of the Connecticut State University System
- Professional organizations associated with various disciplines
- Society of Women Engineers – www.swe.org
- American Indian Science and Engineering Society www.aises.org/career/jobs/
- <http://www.doctorholmes.net/higher-education.htm>.

Scholarship funds are available to assist classified employees and their dependent children with educational goals at Central Connecticut State University. The Central Connecticut State University Foundation designates funds for both the dependent children and the employees enrolled in courses. Each semester, the Human Resources Office sends mass mailings to all classified staff to notify them of this opportunity. Last year the foundation awarded over \$14,506 to recipients.

In June of 2008, the Connecticut State University System entered an agreement with the AFSCME Council 4 to provide a tuition waiver program to clerical employees of the Connecticut State University System. Members of the Administrative Clerical bargaining unit, who are permanent and work at least 20 hours weekly, may take up to two courses per semester at any of the four state universities free of tuition. At Central Connecticut State University, during the fall 2012 semester fourteen (14) employees benefitted from the tuition waiver program: Six (6) White Females, three (3) Hispanic Females, four (4) Black Females and one (1) Hispanic Male. During the spring 2013 semester thirteen (13) Central Connecticut State University employees benefitted from this program: six (6) White Females, two (2) Hispanic Females and five (5) Black Females.

To continue to enhance the recruitment program, the Office of Diversity and Equity and Human Resources work with the SUOAF/AFSCME Minority Recruitment and Mentoring Committee (MRMC) and AAUP Minority Recruitment and Retention Committee (MRRC) to develop strategies to attract a diversified pool of applicants for employment. The AAUP MRRC is charged with the responsibility of assisting search committee to recruit members of minority and other protected groups; to assist the University in retaining such members; and to engage in such other actions as well will effectuate the above purposes.

The SUOAF/AFSCME MRMC is charged with the responsibility for identifying and recommending qualified minority candidates to search committees after the promotional

Central Connecticut State University

The SUOAF/AFSCME MPMC is charged with the responsibility for identifying and recommending qualified minority candidates to search committees after the promotional process has been followed. The committee ensures that mentoring arrangements are available for newly appointed minority employees. The mentors are charged with responsibility for enhancing the professional development of minority employees during the first 1-6 years of their appointments and during the first 3 years in 2 new positions or reassignment. The program eligibility was changed from 3 to 6 years and also includes employees who are promoted to a higher level position. This change resulted in an increase from 4 in 2011-2012 to 7 in 2012 – 2013 opportunities for professional development. Two (2) Black Females, two (2) Hispanic Females, one (1) Black Male, one (1) Hispanic Male and one (1) other male.

The School of Technology continues to operate a mentoring center. Minority students at Central Connecticut State University pursuing careers in technology receive special guidance and support through this Minority Mentoring Center.

The Educational Opportunity Program has been in place at Central Connecticut State University for over 40 years. It offers a wide range of opportunities for students graduating from high schools across CT and wanting to attend our university. The Educational Opportunity Program is a five week summer program designed for students who have the potential and the desire to do college-level work, but do not meet Central Connecticut State University's regular admissions standards. The Educational Opportunity Program students live on campus in Central Connecticut State University residence halls during the summer with all expenses paid including books, tuition, room, and board. Graduates of the summer program are admitted to Central Connecticut State University as full-time matriculated students.

The Connecticut Collegiate Awareness Preparation Program identifies potential college prospects in grades 7-12 of the New Britain school system. The program provides services to one hundred and twenty (120) students annually. Students who remain in the program receive academic support and participate in educational activities during the year. Hundreds of students have participated in Central Connecticut State University's ConnCAP program, which has an average program retention rate of 90% and a college-going rate well above the national average.

The Connecticut College Access and Success (ConnCAS) program at Central Connecticut State University provides a transitional summer program as well as academic year follow-up activities for incoming African American students. Over the summer, ConnCAS students completed college-level courses in Mathematics, Study Skills, Fitness/Wellness, Ventures, English/Writing and World Processing and earned up to seven credits to begin their college career. Three students received awards for high academic honors. Two students received special awards: The Dr. Hakim Salahu-Din Citizenship Award and The Dr. Charles Mate-Kole Leadership Award.

During the summer of 2012 the Africana ConnCAS had 26 students and 6 counselors. Students attended several faculty and staff lectures including African & African Diaspora Archaeology, Financial Aid, Campus Diversity & College Life – An Interactive

Central Connecticut State University

Workshop, An Observatory and Planetarium Activity, Transitions: Things You Should Know About and Year-Round Mentoring Program and An Introduction to the Center for Academic and Career Exploration (CACE). For the first time in this USP program, students completed a five-week Reading Strategies Seminar. A faculty member who teaches the course, Reading 140, completed five seminars with the students. Topics included: sharpening listening skills, note taking, preparing for a lecture, active reading strategies, figurative language, and preparing for various types of exams.

Over the summer, each USP student is paired with a Faculty/Staff Mentor and a Peer Mentor. These unions help students develop productive relationships throughout the academic year. The USP Mentoring Program provides a foundation for student success based on the belief that students who make connections with faculty and peers trained to support students academically, socially and emotionally. Mentors were given opportunities to meet with their mentees during the fall FYE course. Mentors were also encouraged to set up a regular meeting time with their mentee.

Lavender Graduation is a program that began in 1995 at the University of Michigan and now takes place in colleges and universities across the country. It celebrates the academic achievements of lesbian, gay, bisexual, transgender, queer, questioning, intersex, and ally (LGBTQIA) undergraduate and graduate students. This event acknowledges the unique challenges, experiences and accomplishments that these students face during their pursuit of higher education and thanks them for their contributions to campus life, diversity and their fields of study. Having completed degrees in higher education and become positive role models for younger LGBT students, this ceremony also thanks them for their perseverance through sometimes turbulent and hostile life and school experiences.

This program was first brought to Central Connecticut State University as a capstone project by two students of the graduate program for Counseling in Student Development in Higher Education. It is now an Institutional effort offered annually by the CCSU LGBT Center and the Office of Student Activities and Leadership Development. Since 2010 CCSU has recognized 48 LGBTQ and Ally Students in our annual Lavender Graduation Ceremony. Each Lavender Graduate receives a certificate of recognition and a rainbow cord and tassel to wear during commencement exercises.

SECTION 46a-68-59(b)(4)

Central Connecticut State University's previous plan contained no deficient elements, therefore, the agency is in compliance with the (b)(4) standard.

SECTION 46a-68-66. Letter of Commitment

Central Connecticut State University did not have any deficient sections in the prior plan, therefore a letter of commitment was not required.

Central Connecticut State University

Section 46a-68-39. Availability Analysis -- As was stated in the prior review and analysis report, statewide data must be used for the Professor, Assistant Professor and Instructor analyses. The labor market area for these job titles are identified as being statewide and national so it is not clear why Hartford County data were utilized. Only ten percent weight was given to the employment data do these analyses do not need to be revised for this filing.

ADDITIONAL MANDATED REPORTING

Diversity Training

Central Connecticut State University is in compliance with the Diversity Training requirements of the statute.

CONTRACT COMPLIANCE

Central Connecticut State University has submitted all of the required reports, forms and correspondence regarding the Set-Aside Program.

Prior Fiscal Year: 2011/2012

	<u>SBE</u>	<u>MBE</u>
Goals:	\$1,169,272.00	\$ 292,318.00
Achievement:	\$4,219,114.00	\$1,419,546.00
Percentage:	361.0%	486.0%

Current Fiscal Year: 2012/2013 with 2 quarters reporting.

	<u>SBE</u>	<u>MBE</u>
Goals:	\$1,082,780.00	\$ 270,695.00
Achievement:	\$3,582,347.00	\$ 929,842.00
Percentage:	331.0%	344.0%

HIRING GOAL ANALYSIS

HIRING GOALS FOR THE PERIOD March 1, 2012 THROUGH February 28, 2013

OCCUPATIONAL CATEGORY/CLASS	SHORT OR LONG	NO.	RACE/SEX	HIRES	GOAL ACHIEVEMENT	
					ST	LT
Executive/Administrative	S	2 3 1 1	WF BF OM OF	1WF 1WM 1BM	1-2	
Faculty Professor						
Associate Professor	S	1 2 3 3	BM BF HF OF	4WM 2OM 2OF	0-8	
Assistant Professor	S	1 3 2 1 1	BM BF HM HF OF	2BF 1HM 2HF 1OF 12WM 4WF 1OM	5-8	
Instructor	S	1 1	BM BF	1WM	0-1	
Professional Non-Faculty	S	6 3 2 2	WF BF HF OF	4(*1)WF 1BF	5-13	
	L	3	OF	8WM 1HM		0-1

NG = No Goals, N/A = No Activity, *Met Via Promotion **Hiring Goal Met by Promotion, ***Hire met a Promotion Goal

HIRING GOAL ANALYSIS

HIRING GOALS FOR THE PERIOD March 1, 2012 THROUGH February 28, 2013

OCCUPATIONAL CATEGORY/CLASS	SHORT OR LONG	NO.	RACE/SEX	HIRES	GOAL ACHIEVEMENT	
					ST	LT
Office/Clerical	S	3	WM BF OM OF	1WF	0-1	
	L	2	WM			
Administrative Assistant	S	2	BF HF OF	1 WF	0-1	
		1				
		1				
Secretary 2	S	2	WF BM	1WF	1-1	
		1				
Technical/Paraprofessional	S	1	WF BM BF HF	0		
		1				
		2				
		2				
Skilled Craft	S	1	BM HM OM	1WM 1WF	0-2	
		1				
		1				
Service/Maintenance	S	4	WF BM BF HM HF OF	1HM 1WM	1-2	
		2				
		1				
		3				
		3				
Custodian	S	1	BM BF HM OM	2WF	0-2	
		1				
		3				
		1				

NG = No Goals, N/A = No Activity, **Hiring Goal Met by Promotion, ***Hire met a Promotion Goal

AGENCY: Central Connecticut State University

HIRING GOAL ANALYSIS

PROMOTION GOALS FOR THE PERIOD March 1, 2012 THROUGH February 28, 2013

OCCUPATIONAL CATEGORY/CLASS	SHORT OR LONG	NO.	RACE/SEX	HIRES	GOAL ACHIEVEMENT
Protective Service	S	2	WM	0	
		2	WF		
		1	HF		
	L	2	WM		

NG = No Goals, N/A = No Activity, **Hiring Goal Met by Promotion, ***Hire met a Promotion Goal

AGENCY
Central Connecticut State University

PROMOTION GOAL ANALYSIS

PROMOTION FOR THE PERIOD March 1, 2012 - February 28, 2013				
OCCUPATIONAL CATEGORY/CLASS	# OF GOALS SET	RACE/SEX	PROMOTIONS OCCURRED	GOAL ACHIEVEMENT
Professor Faculty	18 5	WF	6WF	6-11
Associate Professor	1 1 1	BM HF OF	5WM 6WF 1OM 1WF	0-3
Assistant Professor	0		1WF	
Professional Non-Faculty	0		1WF	
Office/Clerical Administrative Assistant	1 1	BF HF	0	
Secretary 2	1	WF	1WF	1-1
Service/Maintenance	1 1 1	WF HM HF	1WM	0-1

NG = No Goals, N/A = No Activity, * = Upward Mobility, **Promotion Met Hiring Goal, ***Promotion Met By Hire

Form #38A

FULL-TIME WORKFORCE
SUMMARY/OCCUPATIONAL CATEGORY

WORKFORCE ANALYSIS

DATE: February 28, 2013

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Executive/Management	36	21	15	17	13	3	0	1	2	0	0
		58.3%	41.7%	47.2%	36.1%	8.3%	0.0%	2.8%	5.6%	0.0%	0.0%
Faculty	422	250	172	194	140	16	10	13	8	27	14
		59.2%	40.8%	46.0%	33.2%	3.8%	2.4%	3.1%	1.9%	6.4%	3.3%
Professional/Non-Faculty	220	99	121	78	93	9	13	8	12	4	3
		45.0%	55.0%	35.5%	42.3%	4.1%	5.9%	3.6%	5.5%	1.8%	1.4%
Clerical/Secretarial	98	9	89	3	65	3	11	3	12	0	1
		9.2%	90.8%	3.1%	66.3%	3.1%	11.2%	3.1%	12.2%	0.0%	1.0%
Technical/Para Professional	19	7	12	4	8	0	1	3	0	0	3
		36.8%	63.2%	21.1%	42.1%	0.0%	5.3%	15.8%	0.0%	0.0%	15.8%
Skilled Crafts	14	13	1	13	1	0	0	0	0	0	0
		92.9%	7.1%	92.9%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Service/Maintenance	76	62	14	47	9	6	0	8	5	1	0
		81.6%	18.4%	61.8%	11.8%	7.9%	0.0%	10.5%	6.6%	1.3%	0.0%
Protective Services	21	20	1	10	0	4	1	5	0	1	0
		95.2%	4.8%	47.6%	0.0%	19.0%	4.8%	23.8%	0.0%	4.8%	0.0%
TOTALS	906	481	425	366	329	41	36	41	39	33	21
	100.0%	53.1%	46.9%	40.4%	36.3%	4.5%	4.0%	4.5%	4.3%	3.6%	2.3%

FIVE YEAR HISTORY

Central Connecticut State University

FILING DATE	COMMISSION MEETING DATE	STAFF RECOMMENDATION	COMMISSION VOTE
6/30/2008	9/11/2008	Approved	Approved
6/30/2009		Approved by Default	Approved
6/30/2010	9/08/2010	Approved	Approved
6/30/2011	9/12/2011	Disapproved	Disapproved
6/30/2012	9/12/2012	Approved	Approved

Policy: Section III 46A-68-33

Central Connecticut State University's policies listed below are posted on the Office of Diversity and Equity web page at <http://www.ccsu.edu/AffAction/> and in the Campus Telephone Directory. During this reporting period, the Affirmative Action/ Equal Employment Opportunity Policy Statement, the Sexual Harassment Policy, and the Nondiscrimination in Employment and Education, Sexual Misconduct, and Sexual Harassment policies are available on the university web site or were distributed via e-mail to all employees who are on the network, which is approximately 90% of the workforce. Hard copies were distributed to the remainder of the workforce who do not have access to e-mail.

1. Affirmative Action/Equal Employment Opportunity
2. Nondiscrimination in Employment and Education
3. Sexual Harassment Policy
4. BOR/CSSU Sexual Misconduct, Sexual Assault and Intimate Partner Violence Policy
5. Policy Regarding Persons with Disabilities
6. Grievance Procedure (See Section XVI-Grievance Procedure)



Affirmative Action/Equal Employment Opportunity Policy Statement

It is the intellectual and moral responsibility, but more importantly, the policy of the leadership of Central Connecticut State University to advance social justice and equity by exercising affirmative action to remove all discriminatory barriers to equal employment opportunity and upward mobility. Accordingly, the University, through this plan of affirmative action, will, with conviction and effort, undertake positively to overcome the present effects of past practices, policies or barriers to equal employment opportunity and to achieve the full and fair participation of women, African-Americans, Hispanics, and any other protected groups found to be underutilized in the workforce or adversely affected by system policies or practices.

Thus, Central Connecticut State University will consistently review its personnel policies and procedures to ensure that barriers that unnecessarily exclude protected classes and practices that have an illegal discriminatory impact are identified and eliminated. The University will explore alternative approaches if any personnel practice is found to have a negative impact on protected classes and establish procedures for any extra efforts that may be necessary to achieve labor market parity.

Equal opportunity is employment of individuals without consideration of: age; ancestry, color; gender identity and expression; intellectual disability; learning disability; mental disability or history thereof; physical disability; marital status, national origin; race; religious creed; sex, including pregnancy, transgender status, sexual harassment and sexual assault; sexual orientation; criminal record (in-state employment) and genetic information unless the provisions of Sections 46a-60 (b) or 46a-81 (b) of the Connecticut General Statutes are controlling or there is a bona fide occupational qualification excluding persons in one of the above protected groups. Equal employment opportunity is the purpose and goal of affirmative action under Sections 46a-68-31 through 46a-68-74. The University will consistently review all practices and procedures to ensure full compliance with the spirit and letter of Section 46a-68j-21 through 46a-68j-43 of the Administrative Regulations of State Agencies regarding Contract Compliance.

Attached hereto and incorporated herein, are listed federal and state constitutional provisions, laws, regulations, guidelines and executive orders prohibiting or outlawing discrimination and identifying classes of persons protected based on above listed categories.

The role of affirmative action in each step of the employment process with regard to employment applications, job qualifications, job specifications, recruitment practices, hiring, promoting, compensation, personnel policies, job structuring, orientation training, counseling, grievance procedure, evaluation, layoffs and termination, or other terms or conditions of employment, is detailed in the following pages and incorporated by reference herein. Clearly affirmative action and equal employment opportunity are immediate and necessary agency objectives for Central Connecticut State University. Additionally, we shall administer all terms, conditions and benefits of employment in an equitable manner. We also recognize the continued under-representation of persons with disabilities and older persons in the workplace, and will pursue and implement measures to overcome the present effects of past discrimination, if any to achieve the full and fair utilization of such persons in the workforce.

Central Connecticut State University Nondiscrimination in Education and Employment Policy

Policy

Central Connecticut State University (CCSU) is committed to a policy of nondiscrimination in education and employment. No person shall be discriminated against in terms and conditions of employment, personnel practices, or access to or participation in programs, services and activities with regard to: age; ancestry, color; gender identity and expression; intellectual disability; learning disability; mental disability; physical disability; marital status, national origin; race; religious creed; sex, including pregnancy, transgender status, sexual harassment and sexual assault; sexual orientation; or any other status protected by federal or state laws. Discrimination in employment based on genetic information is prohibited. In addition, CCSU will not refuse to hire solely because of a prior criminal conviction, unless that refusal is permitted by Connecticut law.

Harassment on the basis of any of the above protected classes is prohibited. Harassment may occur in a variety of relationships, including faculty and student, supervisor and employee, student and student, staff and student, employee and employee, and other relationships with persons having business at, or visiting the educational or working environment.

This policy is directed at verbal or physical conduct that constitutes discrimination/harassment under state and federal law and is not directed at the content of speech. In cases in which verbal statements and other forms of expression are involved, CCSU will give due consideration to an individual's constitutionally protected right to free speech and academic freedom.

Retaliation is illegal. No individual who opposes an allegedly discriminatory act or practice shall suffer retaliation as a result of such participation. Complaints of retaliation may be filed within a reasonable time of the alleged retaliatory act with the Chief Diversity Officer or any manager not directly involved in the alleged retaliation who will then notify the Office of Diversity and Equity.

This policy shall apply to all individuals affiliated with CCSU including, but not limited to, students, employees, applicants, agents and guests and is intended to protect the rights of concerned individuals.

Definitions

Discrimination. Discrimination is defined as conduct that is directed at an individual because of his or her protected class and subjects the individual to different treatment so as to interfere with or limit the ability of the individual to participate in, or benefit from, the services, activities, or privileges provided by the university or otherwise adversely affects the individual's employment or education.

Discriminatory Harassment. Discriminatory harassment is defined as verbal or physical conduct that is directed at an individual because of his or her protected class, and that is sufficiently severe, persistent or pervasive so as to have the purpose or effect of unreasonably

CENTRAL CONNECTICUT STATE UNIVERSITY'S SEXUAL HARASSMENT POLICY

Central Connecticut State University is committed to providing a learning and working environment that emphasizes the dignity and worth of every member of its community, free from discriminatory conduct or communication. Sexual harassment in any form will not be tolerated.

It is the responsibility of the University President to maintain a learning and working environment free of sexual harassment and intimidation. The Chief Diversity Officer has been designated as the coordinator for investigations and enforcement of the University's Sexual Harassment Policy.

Deans, directors, department heads, chairpersons, and supervisors share responsibility for the implementation of the University policy in regard to sexual harassment in their units. Accountability for compliance with this policy, as with all other University policies, will be part of their regular performance evaluation. Other persons who suspect sexual harassment should report it to an appropriate person in their unit or to the Chief Diversity Officer.

This policy shall apply to all individuals affiliated with Central Connecticut State University, including but not limited to, its students, employees, volunteers, and agents, and is intended to protect the rights and privacy of both the complainant and respondent and other involved individuals, as well as to prevent retaliation or reprisal. Individuals who violate this policy may be subject to disciplinary or other corrective action.

Definitions

Sexual Harassment. For the purpose of this policy "sexual harassment" is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education, evaluation of a student's academic performance, or term or condition of participation in student activities or in other events or activities sanctioned by the university; or
2. Submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions or other decisions about participation in student activities or other events or activities sanctioned by the University; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance; or creating an intimidating, hostile, or offensive work or educational environment.

Sexual Harassment and Violence as Sexual Abuse. Under certain circumstances, sexual harassment or violence may constitute sexual abuse according to Connecticut law. Nothing in this policy will prohibit the University from taking immediate action to protect victims of alleged sexual abuse. Central Connecticut State University's Sexual Misconduct Policy addresses sexual violence.

BOR/CSCU Sexual Misconduct, Sexual Assault and Intimate Partner Violence Policy

Central Connecticut State University Statement

Central Connecticut State University (CCSU) will not tolerate sexual misconduct against students, staff, faculty, or visitors, whether it comes in the form of intimate partner violence, sexual assault, sexual exploitation or sexual harassment, as defined in the BOR policy. In an ongoing effort to prevent sexual misconduct and intimate partner violence on the CCSU campus, the University provides education and prevention programs for the CCSU community and pursues all criminal and administrative remedies for complaints of sexual misconduct.

CCSU is a community dependent upon trust and respect for its constituent members: students, faculty, staff and those visiting or under temporary contract. As noted in CCSU's Violence Free Campus Policy, members of the University community have the right to a safe and welcoming campus environment. Acts of sexual misconduct and intimate partner violence threaten personal safety and violate the standards of conduct expected of community members.

Individuals and Entities Affected by this Policy

This policy applies to anyone on the property of Central Connecticut State University, as well as anyone present at CCSU-sponsored programs or events. This policy extends to off-campus violations of both students and employees in limited circumstances as noted below:

- Students: "Off-campus misconduct may be subject to the jurisdiction of the University and addressed through its disciplinary procedures if one of the following conditions is met: (i) a student engages in prohibited conduct at an official University event, at a University-sanctioned event, or at an event sponsored by a recognized student organization; or (ii) a student engages in prohibited conduct under such circumstances that reasonable grounds exist for believing that the accused student poses a threat to the life, health or safety of any member of the University community or to the property of the University. "¹
- Employees: The decision of whether to investigate and discipline employees for off-campus misconduct will be made by the appropriate university administrator on a case-by-case basis in accordance with collective bargaining agreements, CSU/university policies, and state regulations.

Statement of Policy

The Board of Regents for Higher Education (BOR) in conjunction with the Connecticut State Colleges and Universities (CSCU) is committed to insuring that each member of every BOR governed college or university community has the opportunity to participate fully in the process of education and development. The BOR and CSCU strive to maintain a safe and welcoming environment free from acts of sexual misconduct and relationship violence. It is the intent of the BOR and each of its colleges or universities to provide safety, privacy and support to victims of sexual misconduct and relationship violence.

¹ CCSU Student Code of Conduct, Part B

Where it is deemed necessary for the institution to take steps to protect the safety of the reported victim and/or other members of the campus community, the institution will seek to act in a manner so as not to compromise the privacy or confidentiality of the reported victim of a sexual assault to the extent reasonably possible.

Rights of Those Who Report

Those who report any type of sexual misconduct, including sexual harassment, sexual assault or intimate Partner violence, to any BOR governed college or university employee will be informed in a timely manner of all their rights and options, including the necessary steps and potential outcomes of each option. When choosing a reporting resource the following information should be considered:

- All reports of sexual misconduct, including sexual harassment, sexual assault and intimate partner violence, will be treated seriously and with dignity by the institution.
- Referrals to off-campus counseling and medical services that are available immediately and confidential, whether or not those who report an assault feel ready to make any decisions about reporting the assault to police, the Dean of Students or the Campus's Title IX Coordinator.
- Those who have been assaulted have the right to take both legal action (criminal/civil action) and action against the individual allegedly responsible.
- Those who seek confidentiality may contact a clergy member(s) and/or the Sexual Assault Crisis Center of Connecticut – all of whom are bound by state statutes and professional ethics to maintain confidentiality without written releases.

Options for Changing Academic, Transportation and Working Arrangements

The colleges or universities will provide assistance to those involved in a report of sexual harassment, sexual assault or intimate partner violence, including but not limited to, reasonably available options for changing academic, campus transportation, housing or working situations as well as honoring lawful protective or temporary restraining orders. Each and every BOR governed college or university shall create and provide information specific to its campus detailing the procedures to follow after the commission of such violence, including people or agencies to contact for reporting purposes or to request assistance, and information on the importance of preserving physical evidence.

Support Services Contact Information

It is BOR policy that whenever a college or university Title IX Coordinator or other employee receives a report that a student, faculty or staff member has been subjected to sexual misconduct, including sexual harassment, sexual assault or intimate partner violence, the Title IX Coordinator or other employee shall immediately provide the student, faculty or staff member with contact information for and, if requested, professional assistance in accessing and using campus, local advocacy, counseling, health, and mental health services. All CSCU campuses shall develop and distribute contact information for this purpose as well as provide such information on-line.

Right to Notify Law Enforcement & Seek Protective and Other Orders

Those who report being subjected to sexual misconduct, including harassment, sexual assault or intimate partner violence, shall be provided written information about her/his right to:

- notify law enforcement and receive assistance from campus authorities in making the notification; and,
- obtain a protective order, apply for a temporary restraining order or seek enforcement of an existing order. Such orders include:
 - standing criminal protective orders;

- verbal abuse of a sexual nature
- pressure to engage in sexual activity
- graphic or suggestive comments about an individual's dress or appearance
- use of sexually degrading words to describe an individual
- display of sexually suggestive objects, pictures or photographs
- sexual jokes
- stereotypic comments based upon gender
- threats, demands or suggestions that retention of one's educational status is contingent upon toleration of or acquiescence in sexual advances.

(b) **Sexual assault** may include a sexual act directed against another person when that person is not capable of giving consent, which shall mean the voluntary agreement by a person in the possession and exercise of sufficient mental capacity to make a deliberate choice to do something proposed by another. Sexual assault is further defined sections 53a-70, 53a-70a, 53a-70b, 53a-71, 53a-72a, 53a-72b or 53a-73a of the general statutes.

(c) **Sexual exploitation** occurs when a person takes non-consensual or abusive sexual advantage of another for anyone's advantage or benefit other than the person being exploited, and that behavior does not otherwise constitute one of the preceding sexual misconduct offenses. Examples of behavior that could rise to the level of sexual exploitation include:

- Prostituting another person;
- Non-consensual visual (e.g., video, photograph) or audio-recording of sexual activity;
- Non-consensual distribution of photos, other images, or information of an individual's sexual activity, intimate body parts, or nakedness, with the intent to or having the effect of embarrassing an individual who is the subject of such images or information;
- Going beyond the bounds of consent (such as letting your friends hide in the closet to watch you having consensual sex);
- Engaging in non-consensual voyeurism;
- Knowingly transmitting an STI, such as HIV to another without disclosing your STI status;
- Exposing one's genitals in non-consensual circumstances, or inducing another to expose his or her genitals; or
- Possessing, distributing, viewing or forcing others to view illegal pornography.

Consent is the equal approval, given freely, willingly, and knowingly of each participant to desired sexual involvement. Consent is an affirmative, conscious decision – indicated clearly by words or actions – to engage in mutually accepted sexual contact. Consent cannot be assumed because there is no physical resistance or other negative response. A person who initially consents to sexual activity shall be deemed not to have consented to any such activity which occurs after that consent is withdrawn. A lack of consent may result from mental incapacity (e.g., ingestion of alcohol or drugs which significantly impair awareness or judgment) or physical incapacity (e.g., the person is unconscious or otherwise unable to communicate consent).

Intimate partner violence any physical or sexual harm against an individual by a current or former spouse of or person in a dating relationship with such individual that results from any action by such spouse or such person that may be classified as a sexual assault under section 53a 70, 53a-70a, 53a-70b, 53a-71, 53a-72a, 53a-72b or 53a-73a of the general statutes, stalking under section 53a-181c, 53a-181d or 53a-181e of the general statutes, or domestic violence as designated under section 46b-38h of the general statutes. "The offenses that are designated as "domestic violence" are against family or household members or persons in dating relationships and include assaults, sexual assaults, stalking, and violations of protective or restraining orders issued by a Court. Stalking is one person's repetitive and willful following or lying in wait behavior towards another person that causes that other person to

To report an incident to an Outside Agency

An individual has the right to file his or her complaint of discrimination with any or all of the relevant agencies listed below. The individual can also simultaneously avail himself or herself of the University's Internal Discrimination Grievance Procedure.

1. The Connecticut Commission on Human Rights & Opportunities (All)

Capitol Region
999 Asylum Avenue
Hartford, CT 06105
Tel: (860) 566-7710

Eastern Region
100 Broadway
Norwich, CT 06360
Tel: (860) 886-5703

Southwest Region
1057 Broad Street
Bridgeport, CT 06604
(203) 579-6246

West Central Region
Rowland State Government Center
55 West Main Street, Suite 210
Waterbury, CT 06702-2004
(203) 805-6530

Complaints should be filed with the Commission on Human Rights and Opportunities no later than one hundred and eighty (180) days after the alleged act of employment discrimination occurred.

2. The Equal Employment Opportunities Commission (Employees)

John F. Kennedy Federal Office Building
Government Center, Room 475
Boston, MA 02203
Tel: 1-800-669-4000

Complaints should be filed with the Equal Employment Opportunities Commission no later than one hundred and eighty (180) days after the alleged act of employment discrimination occurred, except, that in a case when the aggrieved person has initially filed a complaint with the Commission on Human Rights and Opportunities, such complaint should be filed no later than three hundred (300) days after the alleged act of employment discrimination occurred.

3. State of Connecticut: Employee Grievance Procedure

Contact Human Resources Office or union representatives for Grievance forms and/or procedures.

4. U.S. Department of Education, Office for Civil Rights (Students)

33 Arch Street
Ninth Floor
Boston, MA 02110
Tel: (617) 289-0111
Fax: (617) 289-0150

CENTRAL CONNECTICUT STATE UNIVERSITY
AMERICANS WITH DISABILITIES ACT (ADA)
POLICY STATEMENT

Central Connecticut State University does not discriminate on the basis of disability in the administration of, or access to, its programs, services or activities. Under this policy, a person with a disability is defined as "a person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such an impairment, or is regarded as having an impairment."

As President, I have designated the following individual to coordinate the University's compliance with the non-discrimination requirements of Section 35.1067 of the Department of Justice regulations:

Ms. Rosa Rodríguez
Office of Diversity and Equity
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050
860-832-1652
Rosa.rodriguez@ccsu.edu

Should you wish to notify us of barriers that may exist in equal access to any program, service, or activity offered by Central Connecticut State University or to obtain information regarding the provisions of the Americans with Disabilities Act and your rights, you are encouraged to contact one of the ADA Coordinators listed above. If you feel that you need a reasonable accommodation as a result of your disability to allow you to perform the essential functions of your position, please follow the attached ADA procedure for requesting a reasonable accommodation.



John W. Miller
President

6/25/14
Date

PROCEDURE FOR REQUESTING REASONABLE ACCOMMODATION

UNDER THE AMERICANS WITH DISABILITIES ACT (ADA)

The Americans with Disabilities Act of 1990 requires employers to provide "reasonable accommodation" to qualified individuals with disabilities who are employees or applicants unless to do so would cause an "undue hardship." The term reasonable accommodation generally is any change in the work environment or in the way things are customarily done that enables a disabled employee to enjoy equal employment opportunities. The University must analyze each request for accommodation on a case-by-case basis and make a good faith effort to reasonably accommodate a qualified employee or applicant with a disability.

As a general rule, the individual with a disability must inform the employer that an accommodation is needed since employers are only obligated to provide reasonable accommodation of known disabilities. Under the ADA, the employer and the employee must engage in an informal interactive process to clarify what the individual needs and identify the effective reasonable accommodation. The employer may ask questions about the nature of the disability and the individual's functional limitations in order to identify an effective accommodation. Further, if the disability and/or need for an accommodation are not obvious, the employer may ask for more information, including documentation to establish that the person has a disability and that it necessitates a reasonable accommodation. At its discretion, the University may require that the documentation about the disability and the functional limitations come from an appropriate health care or rehabilitation professional.

The employer is not required to provide the reasonable accommodation that the individual requests. Rather, the employer may choose among reasonable accommodations as long as the chosen accommodation is "effective," i.e., it would remove a workplace barrier, thereby providing the individual with an opportunity to perform the essential functions of the position. The employer may choose a less expensive or burdensome accommodation among available effective reasonable accommodations.

REASONABLE ACCOMMODATION PROCESS

1. Initiation of the Request for Reasonable Accommodation

In order for the University to analyze each request for accommodation, the requesting employee or job applicant should complete the attached two forms, the "Reasonable Accommodation Request Form," and the "Health Care Provider Release Form." When deemed necessary by the University, the employee or job applicant must provide current documentation from a health care provider regarding the nature of the disability and need for accommodation.

The employee/job applicant seeking a reasonable accommodation must complete these forms and provide them directly to the University's ADA Coordinator: **Rosa Rodríguez, Chief Diversity Officer, 1615 Stanley St., New Britain, CT 06050, (860) 832-0178, rosa.rodriguez@ccsu.edu.**

The request for accommodation should include current documentation from a health care provider (if required by the University) that:

- States the nature of the disability in order to establish that the individual has a mental or physical impairment that substantially limits a major life activity, has a record of such impairment, or is regarded as having such impairment.
- Explains the functional limitations the employee has as a result of their disability as it relates to the job duties.
- Suggests accommodations that would remove the barriers to the employee/applicant's ability to perform the essential functions of the job.

CONFIDENTIAL

REASONABLE ACCOMMODATION REQUEST FORM

To be completed by employee or job applicant requesting an accommodation. Send to:

Rosa Rodríguez, Chief Diversity Officer, Office of Diversity and Equity, Davidson Hall, Room 102, 1615 Stanley Street, New Britain, CT 06050

This form must be used by University employees and/or applicants for employment who believe they have a disability and wish to request a reasonable accommodation under the Americans with Disabilities Act (ADA) or other applicable State and Federal civil rights laws. By considering this request, the University does not consider or regard the person making the request as having a disability as defined by the ADA, the Connecticut Fair Employment Practices Act, or any other applicable law.

The purpose of this form is to assist the University in determining whether, or to what extent, a reasonable accommodation is appropriate for an employee or applicant for employment. This form must be maintained separately from the employee's personnel file and is a **confidential** document.

Fill out all sections that apply to you.

Name: _____ Date of Request _____

Job Title/Classification: _____ Phone #: _____

Supervisor's Name: _____ Phone #: _____

Department/Unit: _____

If job applicant, for what position are you applying? _____

1. Identify the physical and/or mental impairment(s) for which you are requesting an accommodation and expected prognosis/duration of the impairment(s).
2. Explain how the impairment(s) listed in #1 affects your ability to perform the essential function(s) of the job/job applying for.
3. List the accommodation(s) you are requesting.

HEALTH CARE PROVIDER RELEASE FORM

I, _____ employee/applicant), give Central Connecticut State University permission to contact _____ (health care provider). I understand the reason for this contact is to advise the University about my functional abilities and limitations in relation to my job functions. I understand that the University will provide _____ (health care provider) with specific information about the position, including the essential functions and specific requirements. All information obtained from employee medical examinations and inquiries will be job-related and consistent with business necessity. All information obtained will be maintained and used in accordance with the Americans with Disabilities Act of 1990 confidentiality requirements, and all other applicable State and Federal laws.

Employee/Applicant Signature

Date

FEDERAL AND STATE ANTI-DISCRIMINATION LAWS

CONNECTICUT

CONSTITUTIONAL PROVISIONS

SUBJECT

Article First, Section 1

Equality of Rights

Article First, Section 3

Right of Religious Liberty

Article First, Section 20, as amended by Article V and Article XXI of the Amendments to the Connecticut Constitution

Equal Protection under the law for all persons; nondiscrimination in exercise of civil and political rights on the basis of religion, race, color, ancestry, national origin and sex or physical and mental disability.

CONNECTICUT GENERAL STATUTES

SUBJECT

C.G.S. Section 2-120

Establishment of Latino and Puerto Rican Affairs Commission.

C.G.S. Section 2-121

Establishment of African Affairs Commission.

C.G.S. Section 4-61t

Committee on Career Entry and Mobility established re: needs of persons with disabilities

C.G.S. Section 4-61u

Upward mobility, accommodation/training of persons with disabilities

C.G.S. Section 4-61aa

Committee to encourage employment by the State of persons with disabilities

C.G.S. Section 4-61dd(b)(2)(3)

Whistleblower complaint provisions, allows state or quasi-public agency employees, or employees of large state contractors to file retaliation complaints with CHRO Chief Human Rights Referee or Attorney General.

C.G.S. Section 4-61nn

Adaptation of administration of tests to needs of persons with disabilities

C.G.S. Section 4a-2c

Diversity Training Program

C.G.S. Section 4a-59

Award of Contracts

C.G.S. Section 4a-59a

Restrictions of contract extensions

C.G.S. Section 4a-60

Affirmative Action provisions in state contracts and nondiscrimination on the basis of race, color, religious creed, age, marital status, national origin, ancestry, sex, mental retardation and physical disabilities (including blindness)

CONNECTICUT GENERAL STATUTES SUBJECT

C.G.S. Section 10a-10	Establishment of Office of Educational Opportunity to aid disadvantaged students and ensure workforce diversity in public institutions of higher education.
C.G.S. Section 10a-11(a)	The Board of Governors for Higher Education shall develop a strategic plan to Strategic plan to ensure racial and ethnic diversity of workforce within state system of higher education.
C.G.S. Section 17a-541, 17a-549	Prohibition against denying housing, employment, civil or legal rights on the basis of psychiatric disability or past or present history of mental disability.
C.G.S. Section 19a-581 to 19a-590	AIDS testing and medical information
C.G.S. Section 27-59	Prohibition against discrimination and segregation in armed Forces of the state on the basis of race, creed or color
C.G.S. Section 29-7m	Record and classification of crimes motivated by bigotry or bias
C.G.S. Section 31-22p	Non-discrimination in apprenticeship program training standards within state on the basis of race, color, religion, sex, age and national origin; provide training, employment and upgrading opportunities for disadvantaged workers.
C.G.S. Section 31-40	Breastfeeding in the Workplace
C.G.S. Section 31-51d	Apprenticeship programs
C.G.S. Section 31-75	Discrimination in compensation based solely on the basis of sex
C.G.S. Section 31-128i	Privacy Rights for State Employees
C.G.S. Section 32-9e through h	Set aside program for minority business enterprises
C.G.S. Section 36a-737	Prohibition against discrimination in granting of mortgage and home improvement loans for owner-occupied properties by financial institutions on the basis of geographical or neighborhood areas.
C.G.S. Section 38a-446	Prohibition against discrimination towards classes of insureds in transactions involving life insurance.
C.G.S. Section 38a-488	Discrimination in insurance prohibited
C.G.S. Section 38a-543	Age discrimination in group insurance coverage prohibited

CONNECTICUT GENERAL STATUTES SUBJECT

C.G.S. Section 46a-60 (a)(1)	Prohibition against refusal to hire or employ, to bar or discharge from employment, discriminate in compensation, or in terms, conditions or privileges of employment, or on the basis of race, color, religious creed, age, sex, marital status, national origin, ancestry, present or past history of mental disability, mental retardation, learning disability and physical disability (including blindness) without bona fide occupational qualifications or need
C.G.S. Section 46a-60 (a)(2)	Prohibition against employment agencies' failure or refusal to properly classify or refer one on the basis of race, color, religious creed, age, sex, marital status, national origin, ancestry, present or past history of mental disability, mental retardation, learning disability and physical disability (including blindness)
C.G.S. Section 46a-60 (a)(3)	Prohibition against discrimination regarding membership and membership rights; discrimination against members or employers or to expel from membership by labor organizations on the basis of race, color, religious creed, age, sex, marital status, national origin, ancestry, present or past history of mental disorder, mental retardation, learning disability and physical disability (including blindness)
C.G.S. Section 46a-60 (a)(4)	Prohibition against retaliation for exercising right to file or participate in the processing of a discrimination complaint; prohibition against retaliation on the basis of opposing discriminatory employment practices
C.G.S. Section 46a-60 (a)(5)	Prohibition against aiding, abetting or inciting discriminatory employment practices
C.G.S. Section 46a-60 (a)(6)	Prohibition against advertising of employment opportunities in a manner that discriminates on the basis of race, color, religious creed, age, sex, marital status, national origin, ancestry, present or past history of mental disability, mental retardation, learning disability and physical disability (including blindness)
C.G.S. Section 46a-60 (a)(7)	Prohibition against termination of employment because of pregnancy; right of reinstatement and employment benefits; right to request temporary transfer
C.G.S. Section 46a-60 (a)(8)	Prohibition against sexual harassment in employment
C.G.S. Section 46a-60 (a)(9)	Prohibition against requiring information on familial responsibilities, pregnancy or birth control information in employment situations

CONNECTICUT GENERAL STATUTES SUBJECT

C.G.S. Section 46a-68(b)(4)	Each person designated by an agency or department board as an affirmative action officer shall (A) be responsible for mitigating any discriminatory conduct within the agency or department, (B) investigate all complaints of discrimination made against the state agency or department, (C) report all findings and recommendations upon the conclusion of an investigation to the commissioner or director of a state agency or department for proper action and (D) complete 10 hours of training by the CHRO and PCSW
C.G.S. Section 46a-68(b)(5)	No person designated by an agency or department as an affirmative action officer shall represent the agency or department before CHRO or EEOC. If a complaint of discrimination is filed with CHRO or EEOC against a state agency or department, the Attorney General or designee, of the Attorney General, other than the affirmative action officer shall represent the agency or department before CHRO and EEOC
C.G.S. Section 46a-68(c)	Requires state agencies to file affirmative action plans with CHRO. Agencies with fewer than 20 employees to file biennially.
C.G.S Section 46a-69	Discriminatory practices by state agencies
C.G.S. Section 46a-70 (as amended by Public Act 01-28)	Guarantee of equal employment in state agencies on the basis of race, color religious creed, sex, marital status, age, national origin, ancestry, mental retardation, mental Disability, learning disability or physical disability (including blindness)
C.G.S. Section 46a-70 (a)	Judicial Department included in guarantee of equal employment in State Agencies.
C.G.S. Section 46a-71 (as amended by Public Act 01-28)	Non-discrimination in services provided by state agencies on the basis of race, color, religious creed, sex, marital status, age, national origin, ancestry, mental retardation, mental disability, learning disability or physical disability (including blindness)
C.G.S. Section 46a-72 (as amended by Public Act 01-28)	Discrimination in job placement by state agencies prohibited
C.G.S. Section 46a-73 (as amended by Public Act 01-28)	Discrimination in state licensing and charter procedures prohibited

CONNECTICUT GENERAL STATUTES SUBJECT

C.G.S. Section 46a-81d	Prohibition against discrimination and segregation in places of public accommodation on the basis of sexual orientation
C.G.S. Section 46a-81e	Prohibition against housing discrimination on the basis of sexual orientation
C.G.S. Section 46a-81f	Prohibition against discriminatory credit practices by creditors on the basis of sexual orientation.
C.G.S. Section 46a-81h	Requirement of equal employment in state agencies on the basis of sexual orientation. State agencies to promulgate written directives and conduct orientation and training programs.
C.G.S. Section 46a-81i	Non-discrimination in services provided by state agencies on the basis of sexual orientation.
C.G.S. Section 46a-81j	Non-discrimination in job placement activities by state agencies on the basis of sexual orientation.
C.G.S. Section 46a-81k	Non-discrimination in state licensing and charter procedures on the basis of sexual orientation.
C.G.S. Section 46a-81 l	Prohibition against state agencies allowing discriminatory practices in professional or occupational associations, public accommodations, or housing in violation of state anti-discrimination laws regarding sexual orientation.
C.G.S. Section 46a-81m	Non-discrimination in state educational, counseling, apprenticeship, and on-th-job programs on the basis of sexual orientation.
C.G.S. Section 46a-81n	Non-discrimination in allocation of state benefits on the basis of sexual orientation.
C.G.S. Section 46a-82	Discrimination Complaint Filing Procedure
C.G.S. Section 46a-83	Complaint Procedure of CHRO
C.G.S. Section 46a-83a	Right of appeal by complainant. Reconsideration requests by CHRO
C.G.S. Section 46-83b	Alternative Dispute Resolution/ available to address discriminatory practice complains field with CHRO; CHRO can promulgate procedural regulations for ADR.
C.G.S. Section 46a-94a (c)	Concerning the reopening of matters by CHRO.
C.G.S. Section 47-59a	Recognition of equal rights & privileges for resident Indians of State tribes.

PUBLIC ACTS

SUBJECT

Public Act 08-4	Allows permanent full-time state employees and quasi-public agency employees, who are blind or physically disabled, to use up to 15 days of accumulated paid sick leave to take guide dog or assistance dog training.
Public Act 08-45	Prohibits the state from claiming or applying a lien against any money received as a settlement or award in a public accommodation discrimination case by people who have been supported wholly or in part by the state in a humane institution.
Public Act 08-49	Makes it a violation of the Connecticut General Statutes Section 46a-58 to place a noose or simulation thereof on public property or on private property without the consent of the owner with the intent to intimidate or harass.
Public Act 08-166	Establishes a 13 member Asian Pacific American Affairs Commission within the Legislative Department.
Public Act 09-13	An Act Implementing the Guarantee of Equal Protection under the Constitution of the State for same sex couples
Public Act 09-33	An Act Concerning Confidentiality of certain employer data
Public Act 09-44	An Act Concerning Claims against the State of Connecticut
Public Act 09-55	An Act Concerning the Office of Protection and Advocacy for Persons with Disabilities
Public Act 09-70	An Act Concerning updates to the Family and Medical Leave Act
Public Act 09-145	An Act Concerning Technical Changes to the Statutes regarding Persons with Psychiatric Disabilities and Persons with Substance Use Disorders
Public Act 09-158	An Act Concerning certain state contracting nondiscrimination requirements
Public Act 09-191	An Act Concerning penalties for violations of certain personnel files, statutes and equal pay for equal work
Public Act 09-208	An Act making a number of changes regarding consumer credit licensees.
Public Act 11-55	An Act to prohibit discrimination in various contexts on the basis of gender identity and expression.
Public Act 14-11	An Act Concerning Sexual Assault, Stalking and Intimate Partner Violence on Campus

EXECUTIVE ORDERS

Executive Order No. 3,
Governor Thomas J. Meskill

Executive Order No. 9,
Governor William A. O'Neill

Executive Order No. 10,
Governor William A. Weicker

Executive Order No. 11,
Governor Ella T. Grasso

Executive Order No. 12,
Governor Ella T. Grasso

Executive Order No. 16,
Governor John G. Rowland

Executive Order No. 18,
Governor Thomas J. Meskill

UNITED STATES

CONSTITUTION

First Amendment

Thirteenth Amendment

Fourteenth Amendment

Fifteenth Amendment

Nineteenth Amendment

FEDERAL LAWS

15 U.S.C. Section 1691

20 U.S.C. Section 1681 (a)

FEDERAL LAWS

SUBJECT

Requirement that State Contractors file compliance reports with the Commissioner of Labor on their equal employment opportunity practices

Affirmative action

Governor's Council for Latino and Puerto Rican Affairs

Equal employment opportunity and affirmative action

Governor's Council on opportunities for the Spanish speaking

Violence in the Workplace

Affirmative action

SUBJECT

Freedom of speech

Prohibits slavery and involuntary servitude

Equal protection

Prohibits denying voting rights on the basis of race and color

Abolishment of voting restrictions on the basis of sex

SUBJECT

Equal Credit Opportunity Act, prohibiting discrimination by creditors on the basis of race, color, religion, national origin, sex, marital status, age, or as a result of income derived from public assistance.

Title IX of the Education Amendments of 1972, prohibiting discrimination on the basis of sex, in federally funded educational services and programs.

SUBJECT

42 U.S.C. Section 3601 et seq.

Title VIII of the Civil Rights Act of 1968, as amended, prohibiting discriminatory housing on the basis of race, color, religion, sex, national origin, disability and familial status, specifically provides for fair housing throughout the United States.

42 U.S.C. Section 6101 et seq.

Age Discrimination Act of 1975

42 U.S.C. Section 12101 et seq.

Americans with Disabilities Act (ADA) of 1990, prohibiting discrimination on the basis of disability in employment, public accommodations, public services and telecommunications.

PUBLIC LAWS

SUBJECT

PL 101-336

Americans with Disabilities Act of 1990

FEDERAL REGULATIONS

SUBJECT

12 CFR Part 202.1 et seq.

Equal Credit Opportunity Regulations

28 CFR Part 36

Regulations on nondiscrimination towards persons with disabilities by public accommodations and commercial facilities.

28 CFR Part 35

Regulations on the basis of disability in state and local government

29 CFR Part 30

Nondiscrimination in apprenticeship

29 CFR Part 32

Handicap discrimination regulations

29 CFR Part 35

Nondiscrimination on basis of disability in state services

29 CFR 1600 through 1699

Regulations of the Equal Employment Opportunity Commission (EEOC).

29 CFR Part 1602

EEOC records and reports

29 CFR Part 1620

Equal Pay Act regulations

29 CFR Part 1627

ADEA records and reports

29 CFR Part 1630

Equal employment opportunity for individuals with disabilities

31 CFR Part 51

Nondiscrimination by revenue sharing recipients

41 CFR Part 60-1

OFCCP regulations

41 CFR Part 60-741

Affirmative action regulations for handicapped workers

FEDERAL REGULATIONS

SUBJECT

Executive Order 12190
Continued by Executive Orders 12258,
12399, 12489, 12534, 12610

Establishment of Advisory Committee on Small and Minority
Business Ownership

Executive Order 12259

Leadership and Coordination of Fair Housing in Federal
Programs.

Executive Order 12336, as amended
by Executive Order 12355

Task force on Legal Equity

Executive Order 12432
President Ronald Reagan

Development of Minority Business Enterprise.

Executive Order 12640

Re-establishment of the President's Committee on Employment of
People with Disabilities, See also EO10555.
Environmental Justice

Executive Order 12898
President William Clinton

Executive Order 13050

Advisory board on Race

Executive Order 13078

National Task force on Employment of Adults with Disabilities

104th Congress

Public Law 104-1

An Act applying and extending rights and protections (including
those under Title VII of the Civil Rights Act of 1964, the Age
Discrimination in Employment Act of 1967, the Rehabilitation
Act of 1973, and Title 1 of the Americans with Disabilities Act of
1990) to the legislative branch of the federal government
"Congressional Accountability Act of 1995".

104th Congress

Public Law 104-76

Act to amend the Fair Housing Act to modify the exemption from
certain familial status discrimination prohibitions granted to
housing for the older persons "Housing for Older Persons Act of
1995".

Public Law 104-188

Small Business Job Protection Act of 1996.

Public Act 104-331

(same as above) applied to Executive Office of the President
"Presidential and Executive Office Accountability Act".

105th Congress

Public Law 105-114

Act amending Title 38, providing for Equal Employment
Opportunities for veterans.

105th Congress

Internal Communication: Section 46a-68-34

The affirmative action staff at Central Connecticut State University (CCSU) consists of Rosa Rodriguez, Chief Diversity Officer (CDO), Nicholas D'Agostino, associate to the CDO, and Pamela Soucy, University Assistant. The office address for both the CDO and associate to the CDO is CCSU, Office of Diversity and Equity (ODE) 1615 Stanley St., Davidson Hall, Room 102, New Britain, CT 06050-4010. The telephone number for Ms. Rodriguez is 860.832.0178 and her e-mail address is rosa.rodriquez@ccsu.edu. The telephone number for Mr. D'Agostino's phone number is 860.832.1653 and his email address nicholas.Dagostino@ccsu.edu. All communications concerning Equal Employment Opportunity/Affirmative Action will identify the chief diversity officer by name and address.

CCSU disseminates its Equal Employment Opportunity/Affirmative Action Policy as required. The University's Affirmative Action/Equal Employment Opportunity Policy, CCSU Sexual Harassment Policy, and the Nondiscrimination in Education and Employment are distributed annually to all employees via email transmission which is globally distributed and in hard to employees without email access. The Affirmative Action/Equal Employment Opportunity Policy Statement, Nondiscrimination in Education and Employment Policy, Sexual Harassment Policy, BOR Sexual Misconduct, Sexual Assault and Intimate Partner Violence Policy and CCSU's complaint procedure and timetables are also posted on the ODE's web page at <http://www.ccsu.edu/AffAction/> and are accessible to applicants, employees and students.

A summary of the objectives and goals set forth in the affirmative action plan are made available to the president, all vice presidents, chief officers, deans, directors, department heads, managers, and supervisors for distribution to all of their employees. Copies of the Affirmative Action Plan are maintained in the ODE, Office of the President, and additional locations around campus, including but not limited to the University's Elihu Burritt Library and Human Resources. The final Affirmative Action Plan is made available to all employees for their review on the university's website, and the above mentioned locations. The period of review is sixty (60) days (**See copy of letter specifying the period of review in Supportive Materials**).

All employees are given written notice that they may review and comment on the Affirmative Action Plan. The employees are specifically instructed to address all comments to the CDO. A file is kept on all affirmative action related internal communications and comments. Any new comments will be placed in file. The dates such statements are received will be noted. The Affirmative Action Plan will report a summary of all employee comments and agency responses in each filing. During this reporting period, no comments were received by the CDO.

Activity during this Reporting Period

The Affirmative Action Plan was made available for all employees to review and comment. Employees were notified on August 1, 2013 where copies of the Plan were located, the period of review and the dates within which they may submit comments regarding the Plan.

All Affirmative Action/Equal Employment Opportunity policy statements are reviewed annually to ensure that any changes in the law, which may have occurred, are included therein. An abridged version of the policy statements on Affirmative Action/Equal Employment Opportunity, as well as policy statements on Sexual Harassment, and Non-discrimination for Persons with Disabilities are published in the Student Handbook, Faculty Handbook, and Faculty Guidelines on Policy and Procedures for Students with Disabilities. The Affirmative Action/Equal Employment Opportunity Policy statement is published in the Undergraduate Catalogue. In addition, the Affirmative Action/Equal Employment Opportunity policy statement, Connecticut State University System's policies on Sexual Harassment and Policy Regarding Persons with Disabilities, Affirmative Action/Equal Employment Opportunity, CCSU Sexual Harassment Policy, and the CCSU Procedures and Timetables for Processing of Discrimination and Sexual

Harassment Complaints as well as the University's 2013-2014 hiring, promotion, and program goals can be accessed through the website at <http://www.ccsu.edu/AffAction/>.

The President's Executive Committee was informed on affirmative action recruiting, hiring, and promotional efforts, as well as updates on affirmative action and non-discrimination law. The Affirmative Action/Equal Employment Opportunity Policy Statement and the Sexual Harassment Policy as well as program information and progress reports are presented to the committee yearly.

The CDO met with the deans on regular basis to discuss the policies, procedures and progress pertaining to affirmative action, in addition to their responsibility to aid in effectively implementing these policies.

The CDO provided the human resources staff, search committees and the Promotion and Tenure Committee with a periodic update of the status of hiring and promotion goal achievement, in addition to reminding these individuals of their responsibility to make every good faith effort to achieve the hiring and promotion goals when the opportunity occurs.

During the reporting period, ODE distributed more than 4000 booklets containing the nondiscrimination and anti-harassment policies, resources and complaint procedures to students, faculty and staff.

Meeting with Search Committees

The CDO or designee met with all search committees seeking to fill unclassified vacancies to discuss the search procedures, affirmative action goals, recruitment strategies, evaluation of candidates, and non-discriminatory interviewing. S/he also updated the affirmative action plan forms, instructions for search committees, and the pre-employment inquiry guidelines distributed to the search committees. The ODE staff answered numerous inquiries from the search committees throughout the year related to the search procedures. In addition, the CDO met with the human resources staff to discuss the search procedures as well as answer any questions.

New Employee Orientations

The Human Resources Office directs all new employees to the Central Connecticut State University sign up portal of the HR website. This website is dedicated to providing new employees information regarding the university including: the University Mission Statement, Statement on Affirmative Action/Equal Employment Opportunity, Sexual Harassment Policy, Health and Life Insurance, as well as personnel policies relating to compensation, attendance, and career mobility. This website is regularly updated to reflect changes in policies and procedures.

The ODE provided all new employees copies of the Affirmative Action/Equal Employment Policy Statement, Central Connecticut State University (CCSU) Sexual Harassment Policy, the CCSU Procedures and Timetables for Processing of Internal Discrimination and Sexual Harassment Complaints, and the Faculty Guidelines for Students with Disabilities.

The CDO presented the Affirmative Action/Equal Employment Opportunity Policy Statement, CCSU Sexual Harassment Policy, and the CCSU Procedures and Timetables for Processing of Internal Discrimination and Sexual Harassment Complaints at the New Employee (non faculty) Orientation and copies of these policies were distributed to the new classified and unclassified employees.

The CDO also presented the Affirmative Action/Equal Employment Opportunity Policy Statement, CCSU Sexual Harassment Policy, and the CCSU Procedures and Timetables for Processing of Internal Discrimination and Sexual Harassment Complaints at the New Faculty Orientation and copies of these policies were distributed to the newly hired faculty members.

The Office of Marketing & Communications includes articles and pictures related to the activities and accomplishments in University publications as well as in the media of underrepresented group members who are part of the University community. This office publishes articles featuring Affirmative Action/Equal Employment Opportunity programs, reports and promotions of minority group members. Such publications include *CCSU Courier*, *Central Focus*, and *The Recorder*.

Cultural Programming and Professional Development

A variety of University Offices, academic programs, and campus organizations, including Office of Vice President and Provost, Student Affairs, Veteran Services, Office of Student Conduct, Office of Associate Vice President of Academic Affairs, School of Arts and Sciences, Office of Diversity and Equity, Center for International Education, Center for Africana Studies, Center for the Caribbean and Latin American Studies, East Asian Study Center, Ruthe Boyea Women's Center, Committee for the Concerns of Women, Latin American Association, Latin American Student Organization, Black Student Union, PRIDE, Mosaic Center Committee, African American Studies Program, Polish Studies Program, Women's Studies Program, Italian Club, International Relations Club, and the History Department, have sponsored programs related to diversity during this reporting period. These programs included but were not limited to:

Below is a sample of jointly sponsored events by one or more of CCSU's social organizations or departments: (For a more complete list, see attachment detailing events offered during March 1, 2013 to February 28, 2014.)

- 10th Annual New England Latino Student Leadership Conference
- Portrait of Courage: Latinos Shaping a Nation
- Women's History Month Luncheon
- Crisis in America: The Voices of our Sisters in the State of Men's Health & Wellness
- RARE
- Take Back the Night March
- Alcohol Awareness Fair
- Inventor & Entrepreneur: Martine Rothblatt
- Polish Americans and Baseball: Becoming American by Playing America's Game
- What Ever Happened to Sunday Dinner and Other Stories.
- CCSU Employee Appreciation Week
- Challenging Heterosexism
- CCSU Powwow " A Home of One's Own"
- Can Chavez's Orphans Shape A New Venezuelan Political Identity?
- My Name is Rachel Corrie
- Where the High Five Came From: The Art of the Kingdom of Kongo
- An Evening with Lauren Lubin
- Walk of No Shame 2013
- 2013 Year of Italian Culture
- 18th Annual New England Conference on Multicultural Education (NECME)
- The Voting Rights Act
- Polish Poster Designs
- Vietnamese American Poet & Professional Tango Dancer Mõng-Lan
- Survivor of the System: Women of Color Luncheon
- Garba 2013
- Veterans Day

- Performance and conversation with Yan Xu
- Economics of Being A Minority
- Importance of Higher Education As A Minority
- European Monetary Union: Strength or Disintegration
- Chinese New Years Gala
- Miss Representation
- White Like Me: Reflections from a Privileged Son
- Civil Rights Lecture Series: William Jelani Cobb
- Civil Rights Lecture Series: Arica Coleman
- The Sexes: Bridging the Gender Divide
- The Hook-Up: When It's Hot and When It's Not
- Indian Poet Yuyutsu rd Sharma
- Civil Rights Lecture Series: Fred D. Gray
- Women of Influence Gala
- 11th Annual Amistad Lecture & Banquet
- African American Lecture Series: Dania V. Francis

See University Events 2014-2015 Attachment in supportive documents area for a more detailed report of these events including the date, description and sponsoring university department(s).

The CDO will continue to schedule sexual harassment and diversity training for all new employees as needed and will continue to report the scheduled sessions in CCSU's annual filings.

Diversity and Sexual Harassment Prevention Training

Diversity Training is also periodically scheduled for the University's managers and supervisors, including employees who supervise student workers. A copy of those utilized and/or distributed during the diversity training sessions the "Supportive Material" subsection which follows this portion of the "Internal Communications" section.

Diversity Training is also periodically scheduled for the University's managers and supervisors, including employees who supervise student workers. A copy of the materials utilized and/or distributed during the diversity training sessions is included within the "Supportive Material" subsection which follows this portion of the "Internal Communications" section.

Sexual Harassment Prevention Training is scheduled for the University's managers and supervisors, including employees who supervise student workers. Such training is delivered by the Permanent Commission on the Status of Women (PCSW) and the Commission of Human Rights and Opportunities (CHRO) in conformance with the requirements of Connecticut General Statutes, Section 46a-54(15)(B). This year the university instituted a new sexual harassment online program.

Training sessions were conducted as follows:

Diversity Sessions

- During this reporting period thirteen sessions were conducted serving 413 employees (including 129 student employees comprised of resident assistants, student workers and graduate assistants).
- During Disability Awareness Month in October conducted a Challenging the Human Existence Expo where several community agencies serving people with disabilities provided information on their services. Approximately 150 visited the exposition.
- At new faculty orientation Rosa Rodríguez provided information on sexual harassment, nondiscrimination, ADA, and sexual misconduct policies, and complaint procedure.

Sexual Harassment Sessions

During this reporting period, the CDO resumed meeting the requirements of Conn. Gen. Stat. § 46a-54(15)(B) by providing sexual harassment training for newly hired supervisory employees. Such training is delivered by the CHRO in conformance with the requirements of Connecticut General Statutes, Section 46a-54(15)(B). A copy of the training session outline (via PowerPoint presentation) used during the sexual harassment training sessions is included within the "Supportive Material" subsection which follows this portion of the "Internal Communications" section.

The residence life department requires that all Residence Assistants attend a two-hour diversity training program every semester. Additionally the resident assistants received sexual assault prevention training by the University's Women Center and/or the YWCA Sexual Assault Advocates.

The CDO will continue to schedule in-person sexual harassment and diversity training for all new employees as needed and will continue to report the scheduled sessions in CCSU's annual filings.

- Robin Fox and Cheryl Sharp from the Office of the Commission of Human Rights and Opportunities conducted a three hour session with a total of 33 employees;
- On June 26, 2013 Rosa Rodríguez and Nicholas D'Agostino conducted two hour sessions to the Educational Opportunity Employees and the ConnCAPP employees (40 employees);
- Beginning July 1, 2012, the university began offering a two-hour online training on sexual harassment awareness and prevention. The university registers employees to complete an on-line course offered by Workplace Answers. The program does not allow the employees to complete the training in less than two hours. The course is interactive and contains many challenging and interesting real-life workplace situations. This reporting period 684 employees including student workers and faculty completed the training.



TO: All Employees
FROM: Office of Diversity and Equity
DATE: August 1, 2013
SUBJECT: Affirmative Action Plan 2012-13

The Office of Diversity and Equity invites all employees to read and review the CCSU's Affirmative Action Plan. Copies are available on-line at <http://www.ccsu.edu/affaction> or in the following locations:

Office of Diversity & Equity

Office of the President

Human Resources

Elihu Burrit Library

Any comments regarding the Affirmative Action Plan should be directed to Rosa Rodríguez, Chief Diversity Officer of the Office of Diversity and Equity. Ms. Rodríguez is the person designated with the responsibility and authority to administer and monitor our affirmative action program. Employees must submit their comments no later than February 28, 2014, so that the comments can be incorporated into the University's submission of its 2013-2014 Affirmative Action Plan.

For information relating to the University's policy on affirmative action, please visit the department's web page at <http://www.ccsu.edu/AffAction/>. The web page contains CCSU's Affirmative Action/Equal Employment Opportunity Policy Statement, Non-discrimination in Education and Employment Policy, Sexual Harassment Policy, ADA Policy, and the CCSU Procedures and Timetables for Processing of Discrimination and Sexual Harassment Complaints.

The signed copy of the Affirmative Action/Equal Employment Opportunity Policy Statement is on file in the Office of Diversity and Equity, Davidson Hall, Room 102. Should you have any questions, please feel free to contact the office at 860-832-1652.

Equal Opportunity Employer and Education

Rodriguez, Rosa (Diversity and Equity)

From: Soucy, Pamela (Diversity and Equity)
Sent: Thursday, August 01, 2013 10:43 AM
To: Academic Departments; Administrative Departments
Subject: Affirmative Action Plan

TO: All Employees
FROM: Office of Diversity and Equity
DATE: August 1, 2013
SUBJECT: Affirmative Action Plan

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The signed copy of the Affirmative Action/Equal Employment Opportunity Policy Statement is on file in the Office of Diversity and Equity, Davidson Hall, Room 102. Should you have any questions, please feel free to contact the office at 860-832-1652.

Pam Soucy
Office of Diversity and Equity
860-832-1652

Soucy, Pamela (Diversity and Equity)

From: Soucy, Pamela (Diversity and Equity)
Sent: Thursday, August 01, 2013 11:15 AM
To: Karas, Rene (FacMgt)
Subject: Affirmative Action Plan

Please be advised that the Office of Diversity and Equity has sent a memo inviting all employees to read and review the CCSU's Affirmative Action Plan. For those employees who do not have access to e-mail, including all custodians, we have sent the memo via interoffice mail.

Thank you

Pam Soucy
Office of Diversity and Equity
860-832-1652

Soucy, Pamela (Diversity and Equity)

From: Soucy, Pamela (Diversity and Equity)
Sent: Thursday, August 01, 2013 10:43 AM
To: Academic Departments; Administrative Departments
Subject: Affirmative Action Plan

TO: All Employees
FROM: Office of Diversity and Equity
DATE: August 1, 2013
SUBJECT: Affirmative Action Plan

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Office of Diversity & Equity	Office of the President
Human Resources	Elihu Burrit Library

Any comments regarding the Affirmative Action Plan should be directed to Rosa Rodríguez, Chief Diversity Officer of the Office of Diversity and Equity. Ms. Rodríguez is the person designated with the responsibility and authority to administer and monitor our affirmative action program. Employees must submit their comments no later than February 28, 2014, so that the comments can be incorporated into the University's submission of its 2013-2014 Affirmative Action Plan.

For information relating to the University's policy on affirmative action, please visit the department's web page at <http://www.ccsu.edu/AffAction/>. The web page contains CCSU's [Affirmative Action/Equal Employment Opportunity Policy Statement](#), [Non-discrimination in Education and Employment Policy](#), [Sexual Harassment Policy](#), [ADA Policy](#), and the [CCSU Procedures and Timetables for Processing of Discrimination and Sexual Harassment Complaints](#).

The signed copy of the Affirmative Action/Equal Employment Opportunity Policy Statement is on file in the Office of Diversity and Equity, Davidson Hall, Room 102. Should you have any questions, please feel free to contact the office at 860-832-1652.

Pam Soucy
Office of Diversity and Equity
860-832-1652

Rodriguez, Rosa (Diversity and Equity)

From: Soucy, Pamela (Diversity and Equity)
Sent: Wednesday, July 10, 2013 9:17 AM
To: Karas, Rene (FacMgt)
Cc: Rodriguez, Rosa (Diversity and Equity); DAgostino, Nicholas (Diversity and Equity)
Subject: Policies and Procedures Handbook

Good morning Rene. I am forwarding copies of the Nondiscrimination & Anti-Harassment Policies, Resources and Complaints Procedures booklet addressed to those employees of Facilities Management who do not have e-mail, including all custodians.

Would you please make sure that these individuals are provided with their copy of the handbook.

Thank you

Pam Soucy
Office of Diversity and Equity
860-832-1652

Executive Committee
Agenda
Tuesday, June 11, 2013
9:30 a.m.

1. SANS Security Training Program Demo J. Estrada
2. Network Security Update J. Estrada
3. Willard/DiLoreto Project R. Bachoo
4. Budget Update C. Casamento
5. Proposed Change in How People Receive Live Paychecks C. Casamento
6. Materials Sent Regarding Records Retention Correspondence C. Casamento
7. Litigation Update C. Magnan
8. Affirmative Action Plan – Executive Summary R. Rodriguez
9. As May Arise

**CENTRAL CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN (2013)
EXECUTIVE SUMMARY**

ANALYSIS OF GOALS FOR 2012-2013

The establishment of hiring and promotion goals was based on the Utilization Analysis of the workforce.

Hires

For this reporting period the University established ninety-three (93)—eighty-six (86) short-term and seven (7) long-term hiring goals and experienced fifty-seven (58) hires including one (1) status change from part-time to full-time.

Hiring occurred in the occupational categories of Executive/Administrative, Faculty (Professor, Associate Professor, Assistant Professor, and Instructor), Professional/Non-Faculty, Administrative Assistant, Clerical all titles; Secretary 2, Skilled Craft, Service Maintenance (excluding custodians and protective service) and Custodians.

Since goal achievement cannot take place in categories where hiring did not occur, thirteen (13) goals attributable to the categories of Technical Paraprofessional (six goals) and Protective Services (seven goals) could not be achieved. Therefore, only eighty (80) of the ninety-three (93) established goals were identified as achievable goals. Of the fifty-seven (57) hires that occurred during this reporting period, fourteen (14), or twenty-five (25%) percent of all hires, met established reachable hiring goals. Additionally, the change in the Associate Vice President [Dean of Graduate Studies] from part-time to full-time increased the goals to fifteen (15) or twenty six (26%) percent.

Additionally, in its commitment to diversity the University hired thirteen (13) members of underrepresented groups that did not meet established goals:

- One (1) Black male in the Professor category;
- Two (2) Other males in the Associate Professor category;
- Four (4) White females; one (1) Hispanic female and one (1) Other male in the Assistant Professor category;
- One (1) Hispanic male in the Professional/Non-faculty category;
- One (1) White female in the Skilled Crafts category;
- Two (2) White females in the Custodian category.

In all, twenty-eight (28) out of the fifty-eight (58) hires (including Associate Vice President), or forty-eight (48%), were either goal candidates or candidates from historically underrepresented groups including women.

For a full explanation, see Section 46a-68-48, Goals Analysis.

Promotions

The University experienced twenty-six (26) promotions during this reporting period.

Faculty

The University established twenty-six (26) goals in the following faculty ranks:

- In the rank of Professor, the university established twenty three (23) goals: eighteen (18) White females; and, five (5) Other males.

- In the rank of Associate Professor, the university established three (3) goals: one (1) Black male; one (1) Hispanic female; and, one (1) Other female.

The University experienced the twenty-three (23) promotions in the faculty category:

- Professor - the University had eleven (11) promotions: six (6) White females goals achieved.
- Associate Professor - the University had eleven (11) promotions: No goals achieved.
- Assistant Professor - the University had one (1) promotion. No goals established.

Professional Non-Faculty

No promotional goals were established for the Professional Non-Faculty category. In this category, the University experienced one promotion: One (1) White female. While this did not meet a promotional goal, it met under-utilization in the category.

Secretarial Clerical

- In the Secretarial Clerical (Secretary 2) category, the university established and achieved one (1) White female goal.

Out of the 26 promotions that occurred, the University met seven (7) goals or twenty-seven percent (27%).

Contract Compliance/Small Business Set-Aside Activities

Central Connecticut State University submitted its Small and Minority Business Set-Aside goals for fiscal year 2012-2013 to Department of Administrative Services (DAS) Business CONNECTIONS and the Commission on Human Rights and Opportunities (CHRO) in July 2012. The University received a notice September 20, 2012 which outlined its requests, the approved DAS goals, and an explanation of the course of action taken to establish the goals approved by DAS.

The University's Small Business Enterprise (SBE) and Minority Business Enterprise (MBE) goals for fiscal year 2012-2013 were \$1,082,780 and \$270,695 respectively. At the close of the third quarter of the fiscal year, the SBE expenditures totaled \$5,690,422 and the MBE expenditures totaled \$1,365,468, both of which exceed the goals set for the fiscal year 2012-2013.

During this reporting period, the purchasing manager continued to implement proactive measures designed to encourage SBE expenditures. These measures included reviewing the list of vendors to ensure that small businesses were properly identified as set-asides and letters were sent to companies making them aware of the set-aside program as well as encouraging them to become certified through the DAS Business CONNECTIONS. In addition, internal purchase-card (P-Card) users were encouraged to use small businesses when making purchases. Those purchases to small businesses were manually extracted from the University's P-Card expenditures.

All bidders, contractors, subcontractors and suppliers of goods to the University were notified of the University's policy that it would not do business with anyone who discriminates against protected class members.

The University sent invitation to bid notices to the DAS Business CONNECTIONS, which electronically distributes said bid notices to all minority businesses who are registered with Business CONNECTIONS. During this reporting period, invitations to bid notices were placed in the Hartford Courant, New Britain Herald, and New Haven Register, in addition to DAS Business CONNECTIONS and the CCSU Purchasing websites.

During this reporting period, the Purchasing Department maintained a web page at <http://www.finance.ccsu.edu/Purchasing/>, which listed all of the University's currently available bidding opportunities. In addition, it provided links to the DAS web page, where small vendors can find information regarding state procurement opportunities, assistance for set-aside contractors interested in securing state contracts, a complete description of the Set-Aside Program, and how to become certified. The web page also included the Purchasing Policies and Procedures Manual so that potential bidders could obtain information regarding the processes, procedures, and regulations associated with the acquisition of products and services for the University.

Hiring and Promotional Goals

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

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

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

An analysis of all hiring and promotional goals is distributed on a regular basis to the President, the Vice Presidents, Chief Officers, Deans, Directors and Minority Committee Chairs. In addition, a summary of the hiring and promotional goals for the current reporting period is posted on the Office of Diversity and Equity web page at <http://www.ccsu.edu/AffAction/>.

Because of the current budgetary climate and hiring restrictions, our goals are very conservative for the 2012-2013 period. However, in addition to making every good faith effort to meet the established goals, the University will continue to be committed to a qualified, diverse workforce.

Note: After consultation with the CHRO reviewer on March 6, 2013, the University has removed all coaching titles out of the faculty titles and created a separate EEO category (coaching) and a separate analysis was conducted in all numerical sections of the plan.

When new faculty hires have not completed their terminal degrees, they are hired at the instructor level until they obtain the degree required; therefore, after consultation with the CHRO reviewer on March 6, 2013, the instructor category has been consolidated into the Assistant Professor category.

Based on the **Section 46a-68-40, Utilization Analysis**, the University has established the following hiring and promotion goals for the period of March 1, 2013 through February 28, 2014.

Hiring Goals

EXECUTIVE/ADMINISTRATIVE

Short-Term

1 White Female

Long-Term

- 2 Black Females
- 1 Other Male
- 1 Other Female

FACULTY

PROFESSOR

- 1 White Female
- 1 Other Male

ASSOCIATE PROFESSOR

Short-Term

- 1 Black Female
- 2 Hispanic Females
- 1 Other Female

Long-Term

ASSISTANT PROFESSOR

Short-Term

- 2 White Females
- 1 Black Male
- 1 Black Female
- 1 Hispanic Male
- 1 Other Female

Long-Term

COACHING

Short-Term

- 2 Black Males
- 1 Black Female
- 1 Hispanic Male
- 1 Other Male

Long-Term

PROFESSIONAL/NON-FACULTY

Short-Term

- 4 White Females
- 3 Black Females
- 1 Other Male
- 3 Other Females

Long-Term

- 3 Other Females

SECRETARIAL CLERICAL (EXCLUDING ADMINISTRATIVE ASSISTANT and SECRETARY 2)

Short-Term

3 White Males

1 Other Male

1 Other Female

Long-Term

2 White Males

SECRETARIAL CLERICAL/ADMINISTRATIVE ASSISTANT

Short-Term

1 Black Female

1 Other Female

Long-Term

SECRETARIAL CLERICAL/SECRETARY 2

Short-Term

1 White Female

1 Black Male

1 Hispanic Male

Long-Term

TECHNICAL/PARAPROFESSIONAL

Short-Term

1 White Female

1 Black Male

1 Black Female

1 Hispanic Female

Long-Term

SKILLED CRAFTS

Short-Term

1 Black Male

2 Hispanic Males

1 Other Male

Long-Term

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS and PROTECTIVE SERVICES)

Short-Term

1 White Female

1 Black Male

1 Hispanic Male

1 Hispanic Female

1 Other Male

Long-Term

SERVICE MAINTENANCE/CUSTODIANS

Short-Term

Long-Term

- 1 White Male
- 1 Black Male
- 2 Black Females
- 2 Hispanic Males
- 1 Other Male

SERVICE MAINTENANCE/PROTECTIVE SERVICES

Short-Term

Long-Term

- 2 White Males
- 2 White Females
- 1 Hispanic Female

- 2 White Males

PROMOTION GOALS:

EXECUTIVE/ADMINISTRATIVE

- 1 White Female

FACULTY

PROFESSOR

- 11 White Females
- 8 Other Males

ASSOCIATE PROFESSOR

- 1 Black Male
- 2 Black Females
- 2 Hispanic Females
- 1 Other Female

ASSISTANT PROFESSOR

No promotional goals established.

COACHING

No promotional goals established

PROFESSIONAL/NON-FACULTY

No promotional goals established.

SECRETARIAL CLERICAL (EXCLUDING ADMINISTRATIVE ASSISTANT and SECRETARY 2)

No promotional goals established.

SECRETARIAL CLERICAL/ADMINISTRATIVE ASSISTANT

- 1 Hispanic Female

SECRETARIAL CLERICAL/SECRETARY 2

No promotional goals established.

TECHNICAL/PARAPROFESSIONAL

No promotional goals established.

SKILLED CRAFTS

No promotional goals established.

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS and PROTECTIVE SERVICES)

1 White Female

1 Hispanic Female

SERVICE MAINTENANCE/CUSTODIANS

No promotional goals established.

SERVICE MAINTENANCE/PROTECTIVE SERVICES

No promotional goals established.

PROGRAM GOALS

The University did not identify any employment policy or practice that adversely affects any minority group candidates, including physically disabled or older persons in Adverse Impact tests 1 – 6. The University will, however, continue to take a critical look at its employment processes and if disparities occur, the University will initiate a goal to remove such impact and improve the processes.

As Program Goals for the plan year 2013-2014, in order to foster a campus climate of tolerance and diversity, to ensure equal rights for all the various groups that make up the University community and to educate our students toward appreciation for diversity, the University will:

1. Search Process

- Revise hiring manual as needed;
- Continue to identify new advertising sources to maximize the applicant pool and lower the cost of advertising;
- Continue to provide training to all unclassified search committees on search process, affirmative action and equal opportunity principles to ensure a thorough and complete process;
- Assist search committees with the creation of their screening such as qualification rubric, interview and reference questions;
- Conduct an evaluation of the searches for the Assistant Professor which include Black males applicants to identify any barriers for progression in the hiring process;
- Develop a recruitment plan with search committees that address the selection of advertising sources to increase the number of people of color and women applicants; and,
- Continue to work with search committee members to minimize the number of preferred qualifications so that the applicant pool is more likely to be increased and diversified.

Completion Date: February 2014

Responsible Person: Chief Diversity Officer; Hiring Authorities

2. Training

- Expand training opportunities for employees, students and campus community by providing sessions concerning sexual harassment, sexual violence and disability awareness. Continue to provide cultural programming;
- Provide targeted sessions on protected class issues resulting from employee concerns or complaints;
- Incorporate gender identity training component into the diversity training sessions in collaborations with LGBT Center Advisory Committee;
- Increase the number and visibility of sexual harassment prevention posters;
- Organize the third annual Disability Awareness Month;
- Hire a victim's advocate to provide additional training on prevention of sexual harassment including sexual misconduct;
- As part of the recruitment and retention programs for AAUP and SUOAF fund professional development activities that increase the retention of these employees and their cultural competency to serve a cultural diverse student body; and,
- Continue to provide sexual harassment on-line training.

Completion Date: February 2014

Responsible Person: Chief Diversity Officer; Chief Human Resources Officer; Provost; Women's Center Coordinator; Vice President of Student Affairs

3. Women's Issues

- Increase the number of participants in the following support groups: sexual violence, Latina, and Sisters;
- Provide training opportunities to women of color on work life balance, financial planning and career planning.

Completion Date: February 2014

Responsible Person: Women Center Coordinator and Chief Diversity Officer

4. Policy Development

- Update complaint procedure;
- Work with the Committee for the Concerns of Women on developing an anti-bullying policy.
- Notify employees of the changes to the existing polices and the development of new policies.

Completion Date: February 2014

Responsible Person: Chief Diversity Officer; Vice President of Student Affairs; Chief Human Resources Officer and SART

5. Ensure Equal Access

- Conduct ADA assessment of the University website;
- Increase the number and quality of lactation rooms;
- Increase the number of gender neutral bathrooms;

Completion Date: February 2014

Responsible Person: Chief Diversity Officer; Vice President of Student Affairs; Chief Administrative Officer, Chief Information Officer and Chief Human Resources Officer

Charge of the Search Committee

Position: _____

Search Number: C13-xxx

- I. 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. **CHANGE.** By state and federal law, the official, or master, search file must be maintained in a secure and accessible location for a minimum of three years. The Office of Diversity and Equity 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 until the search is completed. The search committee is provided with the instruction on how the search files should be organized. **The Office of Diversity stores all closed search files.**
 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.

II. AAP-2: Affirmative Action search plan

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

III. 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 **Black Male, Black Females, Hispanic Males, Hispanic Female, Other Females.** The Office of Diversity and Equity 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 Diversity and Equity 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 Diversity 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.

IV. 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 didn't 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.

V. AAP-4:

1. Fill out the unranked candidate's names only.
2. Attach the memo to the hiring manager.
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.

Edited 6/25/14

AFFIRMATIVE ACTION SEARCH PLAN

Department _____

Position Title/Rank _____

INSTRUCTIONS: See pages 15-17 of the **Hiring and Search Manual**. The Office of Diversity and Equity and/or Human Resources may make necessary editorial changes to draft advertisements to ensure consistency, conformance with AA requirements, and space. After approval of the Search Plan, Human Resources will place the advertisements.

ADVERTISING SOURCES:

(Recommended newspapers, journals, websites .

Banner index to be charged:

All instructional and library faculty positions will be posted on the following websites: The Chronicle of Higher Education, Hispanic Outlook, Diversejobs.net and Higheredjobs.com

(Human Resources Dept)

ADDITIONAL SEARCH COMMITTEE RECRUITMENT EFFORTS:

(e.g.; ListSerts; e-mail distribution lists; mailing lists, attendance at conferences, networking, etc.)

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

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

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

Approvals:

1 _____ Department Head	_____ Date	2 _____ Dean/Director	_____ Date
3 _____ Executive Officer	_____ Date	4 _____ Chief Diversity Officer or designee	_____ Date

AUTHORIZATION TO INTERVIEW/RECRUITMENT EFFORTS

Search #

C13-XXX

Department:	SAMPLE	Title:	SAMPLE
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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>	For office use only		<u>REASON</u>
		<u>Race</u>	<u>Gender</u>	
				Meets the required qualifications and the following preferred qualification(s):
				Meets the required qualifications and the following preferred qualification(s):
				Meets the required qualifications and the following preferred qualification(s):
				Meets the required qualifications and the following preferred qualification(s):
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				Meets the required qualifications and the following preferred qualification(s):
				Meets the required qualifications and the following preferred qualification(s):
				Meets the required qualifications and the following preferred qualification(s):

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 #

C13-XXX

MINIMALLY QUALIFIED -- resumes must be attached

For office use only

LAST

FIRST

Race

Gender

REASON

Meets the required qualifications and the following preferred (s):
[insert qualifications] or no preferred.

Search #

C13-XXX

NOT QUALIFIED -- resumes must be attached

LAST	FIRST	For office use only		REASON
		Race	Gender	
				Does not meet the following qualification(s):
				Does not meet the following qualification(s):
				Does not meet the following qualification(s):
				Does not meet the following qualification(s):
				Does not meet the following qualification(s):
				Does not meet the following qualification(s):
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				Does not meet the following qualification(s):
				Does not meet the following qualification(s):
				Does not meet the following qualification(s):
				Does not meet the following qualification(s):
				Incomplete Application: Missing [name of document]

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: 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 _____

Chief Diversity Officer _____ Date _____

Chief Human Resources Officer _____ Date _____

SEXUAL HARASSMENT IS ILLEGAL!



It's prohibited by the CT Discriminatory Employment Practices Act and Title VII of the Civil Rights Act of 1964, and Title IX of the Education Amendment of 1972. The CCSU Sexual Harassment Policy prohibits discrimination in services or benefits based on gender.

Sexual Harassment means "any unwelcome sexual advances or requests for sexual favors or any conduct of a sexual nature."

Examples of Sexual Harassment include:

- Unwelcome sexual advances
- Unwanted hugs, touches, kisses
- Retaliation for complaining about sexual harassment
- Suggestive or lewd remarks
- Requests for sexual favors
- Derogatory or pornographic posters, cartoons, drawings, or e-mail messages.

CCSU policies and Reporting: Copies of the University's Sexual Harassment policy and complaint procedure are available from one of these offices or the University's website.

You're Not Alone!

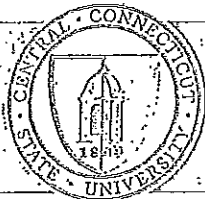
Intitdants may be reported to:

Office of Diversity and Equity
 (All complaints)
 Chief Diversity Officer
 Davidson Hall, Rm. 102
 860-332-1652

Human Resources
 (Complaints against employees)
 Davidson Hall, Rm. 101
 860-332-1700

Office of Student Conduct
 (Complaints against students)
 Willard Hall, Rm. 107
 860-332-1667

Office of Student Affairs
 (Complaints against students)
 Davidson Hall, Rm. 103
 860-332-1601



Connecticut requires that a formal written complaint be filed with the Commission on Human Rights and Opportunities (CHRO) within 180 days of the date when the alleged harassment occurred. www.ct.gov/humanrights

Equal Opportunity Employer/Educator

NEW FACULTY ORIENTATION

Monday, August 26, 2013

Constitution Room, Memorial Hall

- 8:15-8:45 a.m.** **Continental Breakfast**
- 8:45-9:00 a.m.** **Welcome**
Dr. Carl Lovitt, Provost and Vice President for Academic Affairs
Dr. Jack Miller, President
Dr. James Mulrooney, Faculty Senate President and Professor of Biomolecular Sciences
Dr. Mary Ann Mahony, CCSU-AAUP President and Professor of History
- 9:00 – 9:15 a.m.** **Working with Students of Concern/Sexual Assault Protocol**
Dr. Laura Tordenti, Vice President for Student Affairs
- 9:15 – 9:30 a.m.** **Threat Assessment Information**
Dr. Richard Bachoo, Chief Administrative Officer
- 9:30 – 9:45 a.m.** **Human Resources Policies**
Mr. Lou Pisano, Chief Human Resources Officer
- 9:45 – 10:15 a.m.** **Academic Integrity and Legal Issues**
Atty. Carolyn Magnan, Special Assistant to the President
Dr. Jason Snyder, Assistant Professor, Management Information Systems
- 10:15 – 10:30 a.m.** **Break**
- 10:30 – 10:45 a.m.** **Office of Diversity and Equity Policies**
Ms. Rosa Rodriguez, Chief Diversity Officer
- 10:45 – 11:00 a.m.** **Center for Teaching and Faculty Development**
Ms. Mary Collins, Center Director and Associate Professor of English
- 11:00 – 11:30 a.m.** **Introduction to the Library - Burritt Library, Main Floor**
Mr. Carl Antonucci, Director, Library Services
Ms. Barbara Meagher, Head, Reference Department
- 11:30 –12:30 p.m.** **Lunch**
- 12:30 – 2:30 p.m.** **Workshop -“Focusing on Student Learning”**
- 2:45-3:30 p.m.** **Academic Computing/Central Pipeline/VISTA – Vance Academic Center, Room 003**
Ms. Sherry Pesino, Instructional Design Coordinator Academic Computing, IT
Ms. Lisa Washko, Instructional Technology Manager, Academic Computing, IT
Ms. Tina-Marie Rivera, Help Desk Manager, IT
- 3:30 – 4:30 p.m.** **CCSU-AAUP Reception - Connecticut Dining Room, Memorial Hall**

Soucy, Pamela (Diversity and Equity)

From: Soucy, Pamela (Diversity and Equity)
Sent: Wednesday, February 06, 2013 9:54 AM
To: Academic Departments; Administrative Departments
Subject: Sexual Harassment Prevention Training

Please note, this training is available online. If you have completed the online training you do not need to attend these sessions.

Sexual Harassment Awareness & Prevention Training
Commission on Human Rights and Opportunities

Both federal and state laws clearly prohibit sexual harassment in the workplace – and yet it happens. In agencies and companies large and small, women, and some men, find themselves the unwilling target of unwelcome sexual conduct that creates a hostile work environment. It is critical that all employees, including managers understand both the full range of behaviors that define sexual harassment, and the pro-active steps they can take to prevent it.

As part of its mandate to eliminate discrimination, the Commission of Human Rights and Opportunities, provides Sexual Harassment Awareness and Prevention Training to state agencies. This session will teach you to create and maintain a work environment free from sexual harassment.

This session will help you:

- Define sexual harassment
- Know which laws prohibit it
- Recognize specific behaviors that constitute sexual harassment
- Deal with a case in your agency or business
- Recognize and handle retaliation
- Apply the University's policy to sexual harassment cases
- Understand and fulfill your responsibility
- Use remedies and procedures available through state agencies

The Office of Diversity and Equity has scheduled training sessions on the following dates:

- Thursday, February 28, 2013 – 1:00 p.m. to 4:00 p.m. – Diloreto 202
- Friday, March 15, 2013 – 9:00 a.m. to 12:00 p.m. – Davidson 203

The training will be provided by Robin Fox and Cheryl Sharp from the Commission on Human Rights & Opportunities.

To register for one of the above sessions, please click on the link below and select the session most convenient for you.

https://www.ccsu.edu/cf_forms/view.cfm?formID=714

If you have any questions, please contact the Office of Diversity and Equity at 860-832-1652.

Soucy, Pamela (Diversity and Equity)

From: Soucy, Pamela (Diversity and Equity)
Sent: Friday, July 19, 2013 9:00 AM
To: Academic Departments
Subject: Diversity Training

Please note, if you have completed diversity training, you do not need to attend these sessions.

The Office of Diversity and Equity (ODE) is offering a 3-hour State-Mandated Diversity Training* session that is required for all University employees.

The Diversity Training session for new and returning faculty is designed to provide information about the connections between teaching, learning and the creation of community in the classroom. Students learn most effectively when they are comfortable in the learning environment that faculty members create with them. Understanding the various types of diversity present in the group support faculty members as they create learning communities in their courses.

The Office of Diversity and Equity has scheduled the training session for Thursday, August 29, 2013 – 9:00 a.m. to 12:00 p.m. – Bellin A/B. The link below will allow you to register for this session. Please note that self-scheduling is on a first-come basis.

https://www.ccsu.edu/cf_forms/view.cfm?formID=831

*CONN. GEN. STAT. § 46a-54 (f)(6). – To require each state agency that employs one or more employees to (A) provide a minimum of three hours of diversity training and education (i) to all supervisory and nonsupervisory employees, not later than July 1, 2002, with priority for such training to supervisory employees, and (ii) to all newly hired supervisory and nonsupervisory employees, not later than six months after their assumption of a position with a state agency, with priority for such training to supervisory employees...

Pam Soucy
Office of Diversity and Equity
860-832-1652

Soucy, Pamela (Diversity and Equity)

From: Soucy, Pamela (Diversity and Equity)
Sent: Monday, October 07, 2013 10:29 AM
To: Academic Departments; Administrative Departments
Subject: Sexual Harassment Prevention Training

Please note, this training is also available online. If you have completed the online training you do not need to attend this session.

**Sexual Harassment Awareness & Prevention Training
Commission on Human Rights and Opportunities**

Both federal and state laws clearly prohibit sexual harassment in the workplace - and yet it happens. In agencies and companies large and small, women, and some men, find themselves the unwilling target of unwelcomed sexual conduct that creates a hostile work environment. It is critical that all employees, including managers understand both the full range of behaviors that define sexual harassment, and the proactive steps they can take to prevent it.

As part of its mandate to eliminate discrimination, the Commission of Human Rights and Opportunities, provides Sexual Harassment Awareness and Prevention Training to state agencies. This session will teach you to create and maintain a work environment free from sexual harassment.

This session will help you:

- Define sexual harassment
- Know which laws prohibit it
- Recognize specific behaviors that constitute sexual harassment
- Deal with a case in your agency or business
- Recognize and handle retaliation
- Apply the University's policy to sexual harassment cases
- Understand and fulfill your responsibility
- Use remedies and procedures available through state agencies

The Office of Diversity and Equity has scheduled training on the following date:

- Tuesday, October 29, 2013 - 9:00 p.m. to 12:00 p.m. - Student Center - Sprague Carleton

The training will be provided by Robin Fox and Michèle Dumas Keuler from the Commission on Human Rights & Opportunities.

To register for one of the above sessions, please click on the link below and select the session most convenient for you.

https://www.ccsu.edu/cf_forms/view.cfm?formID=899

If you have any questions, please contact the Office of Diversity and Equity at 860-832-1652.

Pam Soucy
Office of Diversity and Equity
860-832-1652

Soucy, Pamela (Diversity and Equity)

From: Soucy, Pamela (Diversity and Equity)
Sent: Tuesday, August 13, 2013 12:00 PM
To: Academic Departments
Subject: FW: Diversity Training

Reminder: If you have not attended diversity training in the past, please register for the Thursday, August 29th session being held in Bellin A/B from 9:00 to 12:00 p.m.

From: Soucy, Pamela (Diversity and Equity)
Sent: Friday, July 19, 2013 9:00 AM
To: Academic Departments
Subject: Diversity Training

Please note, if you have completed diversity training, you do not need to attend these sessions.

The Office of Diversity and Equity (ODE) is offering a 3-hour State-Mandated Diversity Training* session that is required for all University employees.

The Diversity Training session for new and returning faculty is designed to provide information about the connections between teaching, learning and the creation of community in the classroom. Students learn most effectively when they are comfortable in the learning environment that faculty members create with them. Understanding the various types of diversity present in the group supports faculty members as they create learning communities in their courses.

The Office of Diversity and Equity has scheduled the training session for Thursday, August 29, 2013 - 9:00 a.m. to 12:00 p.m. - Bellin A/B. The link below will allow you to register for this session. Please note that self-scheduling is on a first-come basis

https://www.ccsu.edu/cf_forms/view.cfm?formID=891

*CONN. GEN. STAT. § 46a-54 (16). - To require each state agency that employs one or more employees to (A) provide a minimum of three hours of diversity training and education (i) to all supervisory and nonsupervisory employees, not later than July 1, 2002, with priority for such training to supervisory employees, and (ii) to all newly hired supervisory and nonsupervisory employees, not later than six months after their assumption of a position with a state agency, with priority for such training to supervisory employees...

Pam Soucy
Office of Diversity and Equity
860-832-1652

Dagostino, Nicholas (Diversity and Equity)

From: Soucy, Pamela (Diversity and Equity)
Sent: Friday, July 19, 2013 8:59 AM
To: Dagostino, Nicholas (Diversity and Equity)

Please note, if you have completed diversity training, you do not need to attend these sessions.

The Office of Diversity and Equity (ODE) is offering a 3-hour State-Mandated Diversity Training* that is mandatory for all University employees.

The Diversity Training session for new and returning faculty is designed to provide information about the connections between teaching, learning and the creation of community in the classroom. Students learn most effectively when they are comfortable in the learning environment that faculty members create with them. Understanding the various types of diversity present in the group supports faculty members as they create learning communities in their courses.

The Office of Diversity and Equity has scheduled the training session for Thursday, August 29, 2013 - 9:00 a.m. to 12:00 p.m. - Bellin A/B. The link below will allow you to register for this session. Please note that self-scheduling is on a first-come basis

https://www.ccsu.edu/ef_forms/view.cfm?formID=821

*CONN. GEN. STAT § 46a-54 (16) was enacted by legislature in 1999. The statute states in relevant part:

The Commission shall have the following powers and duties:

...
To require each state agency that employs one or more employees to (A) provide a minimum of three hours of diversity training and education (i) to all supervisory and nonsupervisory employees, not later than July 1, 2002, with priority for such training to supervisory employees, and (ii) to all newly hired supervisory and nonsupervisory employees, not later than six months after their assumption of a position with a state agency, with priority for such training to supervisory employees.

Pam Soucy
Office of Diversity and Equity
860-832-1652

Soucy, Pamela (Diversity and Equity)

From: Soucy, Pamela (Diversity and Equity)
Sent: Friday, August 23, 2013 9:43 AM
To: Academic Departments
Subject: Diversity Training

Please note, if you have completed diversity training, you do not need to attend these sessions.

The Office of Diversity and Equity (ODE) is offering a 3-hour State-Mandated Diversity Training* session that is required for all University employees.

The Diversity Training session for new and returning faculty is designed to provide information about the connections between teaching, learning and the creation of community in the classroom. Students learn most effectively when they are comfortable in the learning environment that faculty members create with them. Understanding the various types of diversity present in the group supports faculty members as they create learning communities in their courses.

The Office of Diversity and Equity has scheduled the training session for Thursday, September 26, 2013 - 12:30 a.m. to 3:30 p.m. - Bellin A/B. The link below will allow you to register for this session. Please note that self-scheduling is on a first-come basis.

https://www.ccsu.edu/ef_forms/view.cfm?formID=851

*CONN. GEN. STAT § 46a-54 (16). - To require each state agency that employs one or more employees to (A) provide a minimum of three hours of diversity training and education (i) to all supervisory and nonsupervisory employees, not later than July 1, 2002, with priority for such training to supervisory employees, and (ii) to all newly hired supervisory and nonsupervisory employees, not later than six months after their assumption of a position with a state agency, with priority for such training to supervisory employees...

Pam Soucy
Office of Diversity and Equity
860-832-1652

Soucy, Pamela (Diversity and Equity)

From: Soucy, Pamela (Diversity and Equity)
Sent: Monday, January 06, 2014 9:13 AM
To: Academic Departments, Administrative Departments
Subject: Diversity Training

Please note, if you have completed diversity training, you do not need to attend this session.

The Office of Diversity and Equity (ODE) is offering a 3-hour State-Mandated Diversity Training* session that is required for all University employees.

We have scheduled this training for Monday, February 3, 2014 from 9:00 to 12:00 p.m. in Sprague Carlton. The link below will allow you to register for this session. Please note that self-scheduling is on a first-come basis. Light refreshments will be served.

https://www.ccsu.edu/cf_forms/view.cfm?formID=965

*CONN. GEN. STAT. § 46a-54 (16). - To require each state agency that employs one or more employees to (A) provide a minimum of three hours of diversity training and education (i) to all supervisory and nonsupervisory employees, not later than July 1, 2002, with priority for such training to supervisory employees, and (ii) to all newly hired supervisory and nonsupervisory employees, not later than six months after their assumption of a position with a state agency, with priority for such training to supervisory employees

Pam Soucy
Office of Diversity and Equity
860-832-1652

Soucy, Pamela (Diversity and Equity)

From: Soucy, Pamela (Diversity and Equity)
Sent: Tuesday, February 11, 2014 10:41 AM
To: Academic Departments, Administrative Departments
Subject: Diversity Training

CCSU Diversity Training Program

If you have already attended CCSU's Diversity Training you do not need to attend this session

The Office of Diversity and Equity is offering a diversity training program on February 24, 2014 in Memorial Hall's Connecticut Room from 1PM to 4PM. CCSU mandates two trainings for all employees to complete: Diversity Training and Sexual Harassment Prevention Training. Diversity training is always an in-person interactive training program and the Sexual Harassment Prevention training program is offered either in person or online. Pizza will be provided.

Diversity Training Session – February 24, 2014
Lunch - Pizza will be provided

Featuring the following Presentations:

1. CCSU Policy and Key Law Updates
Presented by: The Office of Diversity and Equity
2. Mastering 7 Essential Cultural Competence Skills and 7 Key Social Skills
Dr. William Howe, State Department of Education
3. Gender Fluidity – What is it?
Robin McHaelen, Executive Director for True Colors Inc.

If you haven't already signed up for the February 24, 2014 from 1-4:00 PM session please use this link to do so [February 24, 2014 Diversity Training Registration Link](#)

Pam Soucy
Office of Diversity and Equity
860-832-1652

Soucy, Pamela (Diversity and Equity)

From:
Sent:
To:

Soucy, Pamela (Diversity and Equity)
Thursday, February 20, 2014 11:42 AM
Amaral, Margaret (Counseling Family Therapy); Astacio, Iris (Nursing); Barcelo, Shirami (P&S); Bennett, Sarah J. (Bursar); Biegel, Diane (Biology); Boros, Hachal (Nursing); Brodus-Garcia, Cassandra (Art); Bunce, Paula (Office Institutional Research Assessment); Carlson, Matthew S. (Student); Carter, Douglas (Biology); Chartin, Grace E. (Student); Chauvin, Thomas N. (History); Cousins, Claudia L. (Teacher Education); Cralinski, Pawel P. (CardOffice); Davis, Arbinette S. (Accounts Payable); Davis, Rachael (Registrar); Decosse, Sandy (Student); Dhanarath, Hiji (Computer Electronics and Graphics Tech); Do, Hoa (CEP); Dolan, Anna M. (English); Dumond, Patrice (Marketing Communications); Evangelista, Paola F. (Art); Filis, Vladimir (Student); Flores, Jennifer E. (Student); Floyd, Jessica (Counseling Family Therapy); Forbes, Mariah A. (School of Education); Ford, Shayla (Student); Frost, Thomas S. (Student); Gagel, John E. (Student); Green, Shaun (Athletics); Halloran, Ryan J. (Student); Hendrickson, George P. (Student); Hough, Judith (English); Hughes, Faye A. (History); Huguley, Heidi (Enrollm Ctr Contct); Jacob, Timothy J. (Art); Jacques, Carolyn (Graduate Admissions); Jensen, Laura (Anthropology); Johnson, Jessica L. (Counseling Family Therapy); Karpuk, Paul (English); Lambert, Kenya M. (Admissions); Lopez, David (Faculty); MacIntyre, Heather A. (Student); McAloon, Roberta M. (Special Education); McWaid, Pamela M. (Student); Meade, Tom (Athletics); Michaud, Lara M. (School of Education); Michaud, Lisa (Reading Language Arts); Middleton, Tyrus (Student); Nguyen, Tang (Graduate Admissions); Naiset, JoAnn (SALD); Nolan, Jacqueline L. (Public Safety); Olear, Nicholas C. (Athletics); Otero, Natalie (Student); Prozzo, Jennifer A. (Athletics); Ramirez, Ashley (Student); Richards, Holly (History); Rossomando, Peter C. (Athletics); Rubio, Jose (Finance Academic); Salomone, Matthew E. (Student); Strickland, Army Lyn (Athletics); Taylor, Leslie (English); Milano, Maureen (Event Management); Tracey, Milica H. (Admissions); Treado, Kathryn M. (Bursar); Vaz, Alvin W. (Math); Washko, Lisa Rice (InfoTechServ); Whitehill, Nicole E. (Business Services); Williams, Louise (History); Wilson, Samantha (School of Education); Wiszniak, Ryan P. (Student); Zinck, Gregory (Technology and Engineering Education)
Diversity Training 2/24/14

Subject:

REMINDER

You are scheduled to attend Diversity Training on Monday, February 24, 2014 from 1:00 to 4:00 p.m. in Memorial Hall - Connecticut Room.

Lunch will be served.

Pam Soucy
Office of Diversity and Equity
860-832-1652

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Central Connecticut State University

Rosa Rodriguez, Chief Diversity Officer
Nick D'Agostino, Associate
Office of Diversity and Equity
Davidson Hall, 102
859-832-1652

Discrimination

- Treat someone differently
- Based on protected class status
- Interferes with or limits the ability of a person to participate in, or benefit from, the services, activities or privileges provided by the University
- Otherwise adversely affect the person's employment or educational experience

Retaliation

No retaliation, reprisal or intimidation in conjunction with a complaint of discrimination/harassment shall be tolerated by the University.

*"Respect for yourself,
Respect for others and
Responsibility for your actions."*
Dalai Lama

Harassment

- Unwelcome verbal or physical conduct directed at another
- Because of that individual's protected class status
- That unreasonably interferes with the individual's work or academic performance
- Sufficiently severe, pervasive or persistent
- Purpose of creating a hostile work or educational environment

Facts About Harassment

- The victim does not have to be the person harassed but could be anyone affected by the offensive conduct
- The harasser's conduct must be unwelcome
- Not about intentions, its about the impact on the individual(s)

CCSU Nondiscrimination Policy

Harassment and discrimination are prohibited based on:

Age	Marital Status
Accessibility	National Origin
Color	Race
Criminal Record (state)	Religious Creed
Disability (intellectual, learning, mental disorder and physical)	Sex (pregnancy and sexual harassment or retaliation)
Genetic Information	Sexual Orientation
Gender Identity or Expression	

Hostile Environment

- The verbal or physical contact was unwelcome
- The hostile action must be because of the victim's protected class
- It results in an adverse affect on terms and conditions of employment or education
- It is sufficiently severe, pervasive or persistent
 - A one time incident can be seen as severe

University Policy Further Defines Sexual Harassment as:

Unwelcome sexual advances, requests for sexual favors, sexually motivated physical conduct, and other verbal or physical conduct of a sexual nature.

**Quid Pro Quo :
"This For That"**

- Subjected to unwelcome requests for sexual favors or conduct
- Submission to the conduct is a condition of employment, education, benefit, etc.
- The harasser generally has some type of supervisory or power relationship over the person being harassed

Reasonable Person Standard

- Behavior that a reasonable person would consider offensive
- In the eye of the beholder. Impact - not intent!
- Can be used to determine if mere presence creates hostile environment

CCSU's Reporting Procedure

- Your supervisor
- Rosa Rodriguez, Chief Diversity Officer
Davidson Hall, Room 102
860-832-1652
- Lou Pisano, Chief HR Officer
Davidson Hall, Room 101
860-832-1760
- Any University manager

Hostile Environment

- The verbal or physical contact was unwelcome
- The hostile action must be because of the victim's gender
- It results in an adverse affect on terms and conditions of employment or education
- It is severe and repetitive
- It creates an offensive work or educational environment

Workplace Can Include:

Any place an employee must be to do their job including but not limited to:

- buildings
- training
- travel
- conferences
- state vehicles
- on campus

Harassment can also be investigated when it occurs during unpaid breaks (lunch) and at "company" parties (picnics, retirement and holiday parties, etc.) Also during work related happy hours and parties on and off campus.

Hate Crimes

Intimidation based on bigotry when a person, with specific intent, intimidates or harasses another person based on real or perceived race, religion, ethnicity, disability, orientation, or gender identity. Covered under this is physical contact, damages or defacing of property, threats by word or act, or there is a reasonable cause to believe that such an act will occur.

Facts About Sexual Harassment

- The victim as well as the harasser may be a man or a woman
- The victim does not have to be of the opposite sex
- The harasser can be the victim's supervisor, faculty, an agent of the employer, a supervisor in another area, a co-worker, or a non-employee

Reporting Discrimination/Harassment

- Encourage reporting as soon as possible
- Administrators and supervisors must report incidents of discrimination/harassment
- Students, faculty and employees are strongly encouraged to report incidents of discrimination and/or harassment

Prevention Responsibilities

- Establish and maintain an environment free of harassment/discrimination
- Examine your own behavior and lead by example
- Identify potential troubling behaviors and attitudes in the institution
- Take appropriate action
- Always report allegations to Diversity and Equity (Let us make the determination)

University Perspective on Harassment

- Harassment is illegal
- Harassment won't be tolerated
- Harassment creates personal financial liability, loss of reputation, possible loss of employment
- Harassment hurts the entire university community

Thank you .

Please take a moment to complete the evaluation!

You are the University!

CHRO Discriminatory Complaint Processing and Sexual Harassment
Presented by CHRO Attorneys

Sexual Harassment

What is it?

- Form of Sex Discrimination
- Unwanted sexual conduct that affects an employment decision
- OR
- Sexual Demands in exchange for work benefits (Quid Pro Quo)
- OR
- Hostile Environment

Sexual Harassment Law

- Title VII
- Conn. Gen. Stat. §46a-60(8)
- Conn. Gen. Stat. §46a-54(15)

Our Mission...

To eliminate discrimination through civil and human rights law enforcement and to establish equal opportunity and justice for all persons within the state through advocacy and education.

Examples of Sexual Harassment

- Sexual propositions or threats
- Lewd comments or jokes
- Unwanted or inappropriate touching
- Sexual gestures
- Use or display of pornographic materials
- Obscene noises or leering

Social Media, the internet, cellphones and e-mail

Changing the world of sexual harassment claims

Sexual Harassment at Work

Sexual Harassment is an Abuse of Power that is Expressed Sexually

- Supervisor v. Subordinate
- Coworker v. Coworker

What is the Employer's Responsibility for Coworker Harassment?

Use reasonable care to prevent harassment from occurring

- Sexual Harassment policy in place
- Systematic sexual harassment training

Take prompt remedial action to correct harassment

- Take steps to end harassment
- Prompt and neutral investigation
- Disciplinary policy

Use preventative and corrective opportunities

Q & A

- Q: Is it sexual harassment if I ask a co-worker for a date?
- Q: I had an intimate relationship with a co-worker but broke it off. If that co-worker harasses me, can I still bring a claim for sexual harassment?
- Q: I was denied a promotion, and I've learned that the promotion went to my supervisor's boyfriend. Is this sexual harassment?

History of Sexual Harassment

1976 - *Williams v. Saxby* - Court recognized sexual harassment as a form of sex discrimination when sexual advances by male supervisor towards female employee, if proven, would be deemed as a "beneficial barrier" to employment placed before one gender and not another.

1977 - *Barnes v. CosCo* - US Court of Appeals for the Second Circuit ruled that if a female employee was retaliated against for rejecting sexual advances of her boss is a violation of Title VII's prohibition against sex discrimination.

1980 - EEOC issues guidelines forbidding "sexual harassment" as a form of sex discrimination.

Unusual Cases

- The Seinfeld case - In 1993 a jury awarded \$26.6 million to a former Miller Brewing executive who sued the company for firing him after he discussed a rexy episode of "Seinfeld" with a female co-worker. The Plaintiff claimed that the defendant was out to get him and used the harassment claim as an excuse.
- Koko the Gorilla - Court TV reported that "former gorilla caretakers Nancy Alperin and Yvonne Ketter asked for more than \$1 million in damages in their sexual discrimination and wrongful termination suit," which claimed the women were forced to expose their breasts to the gorilla because the gorilla had a fetish."

More Q & A

- Q: If no one complains about sexual comments or jokes at work, does a manager who observes the behavior need to do anything about it?
- Q: If an employee's intentions are good, is it still sexual harassment?
- Q: If an employee is offended by break room comments, why don't they just move to another area?
- Is an employer responsible for a vendor's behavior?

1991 - *Dundy v. Jackson* - US Court of Appeals for the Second Circuit ruled for the first time that Title VII liability can exist for sexual harassment.

1994 - *Martin Savings Bank, FSB v. Venzon* - The Supreme Court first recognized "sexual harassment" as a violation of Title VII and established the standards for analyzing whether the conduct was welcome and level of employer liability.

1993 - *Harris v. Forklift Systems, Inc.* - plaintiff bringing sexual harassment claim without necessarily showing psychological harm. In addition to *Martin*, the factors when analyzing whether sexual harassment occurred include:

- Frequency of conduct
- Its severity
- Whether the conduct is physically threatening or humiliating
- Or is a more offensive utterance
- And whether the conduct unreasonably interferes with employee's performance

No Single Factor is Required but Totality of the Circumstances Test.

Sexual Harassment Not Limited to Male/Female

Patino v. Birken Mfg. Co. -- CT Supreme Court finds Employers Liable For Anti-Gay Harassment



KILG
M&C

Q & A cont'd

- Q: A fellow employee spends a lot of time downloading pornography from the Internet to his work computer. Is this sexual harassment?
- Q: The other day, a fellow employee told me a joke that had mild sexual content. I wasn't offended by it, and we both found the joke to be funny. Today, we both got a memo from our boss saying our conduct was inappropriate and a potential violation of the company's sexual harassment policy. Was the joke harassment?
- Q: Is sexual harassment ever a criminal matter?

1993 - *Farragher v. City of Boca Raton* - Supreme Court decision that establishes that an employer is subject to vicarious liability for hostile environment created by a supervisor unless the employer can demonstrate that it exercised reasonable care to prevent and correct promptly any sexually harassing behavior and that the employee unreasonably failed to take advantage of any preventive or corrective opportunities provided by the employer.

1998 - *Burlington Industries, Inc. v. Ellerth* - Compensated Supreme Court decision to *Farragher* that further clarifies that the employer's "Farragher" defense to vicarious liability is not available if the employee suffers a tangible job consequence as a result of supervisor's actions.


Our Offices . . .

► Legal Division and Housing unit located in Central Office in Hartford

► Four regional offices (Employment and Public Accommodation complaints)

- Hartford
- Bridgeport
- Waterbury
- Norwich


Where to File a CHRO Complaint in Connecticut



To file an employment discrimination complaint, the public can go to the contacting us link at <http://www.state.ct.us/chro/howto.htm> to find the town in which the alleged discriminatory act took place, and the phone number of the Regional Office that serves that town.

Are there any exceptions?


- Independent contractors
- Ministerial exceptions
- Under three employees
- "Domestic workers"
- Post office
- Federal Employer
- Native American Reservations



Exemptions interpreted narrowly, when in doubt, we will retain jurisdiction because we are dealing with remedial civil rights statutes

180 day Statute of Limitations

Complaints must generally be filed within 180 days of the date of the alleged act of discrimination, or within 180 days of the date that complainant became aware of the act. There may be tolling, when in doubt, file!



Employment Discrimination

Covers various "Class Bases" (ie, race, sex, religion, disability, sexual orientation)


Discriminatory acts:

- > Refusal to hire
- > Termination
- > Denial of promotion
- > Unequal compensation for same job
- > Denial of equal terms and conditions of employment
- > Retaliation
- > Failure to Accommodate

Housing Discrimination

Class Bases:

- Listed in Conn. Gen. Stat. § 46a-64c

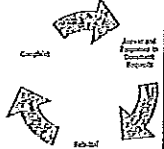


Discriminatory Acts:

- Refusal to rent or sell
- Otherwise make unavailable or deny
- Terms and conditions
- Make print or publish
- Failure to accommodate

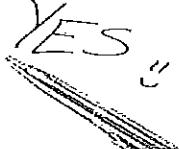
CHRO Complaint Process

- Complainant files a complaint
- Respondent files an answer and responses to "Schedule A"
- Complainant may file rebuttal




Do the employment discrimination laws cover volunteers?

YES




Public Accommodation Discrimination

- Discrimination in places of public accommodation like restaurants, court houses, stores, etc.
- May include schools
- Breast-feeding in public
- Service animals

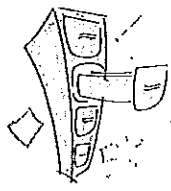


NEW FOCUS ON MEDIATION

Mediation will take place shortly after each case is retained or reinstated




An Investigator Will Be Assigned Cases shortly after a failed mediation



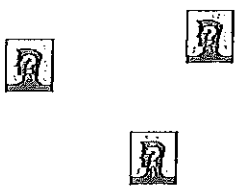
- If a case is not successfully mediated it will quickly be assigned to an investigator
- Cases should no longer sit in the drawers

Investigations

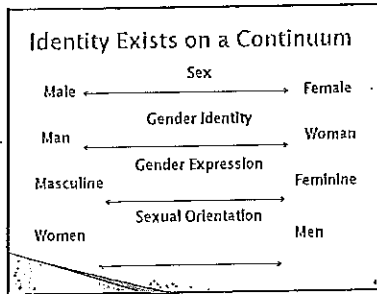


FACT FINDING CONFERENCE AND/OR OTHER COMPLETE INVESTIGATIONS

Questions ????

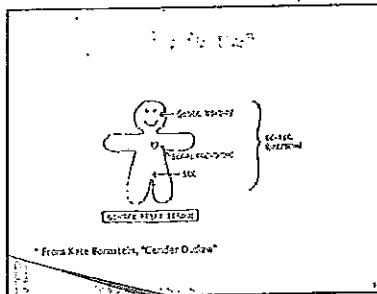


True Colors, Inc.
 30 Arbor Street, Suite 201A
 Hartford, CT 06106
 860-232-0050
www.ourTrueColors.org



- One's Inner Psychological Sense of Being a Man or a Woman
- May (or May Not) Be In Concert with One's Sexed Body
- Exists as continuum of thoughts, feelings, and (socially constructed) behavior, clothing, mannerisms
- Non-traditional Gender Expression or Gender Variance Is Often (Mistakenly) Assumed to Be a Result of Same Sex Orientation

- 1) Name the 3 most important people or relationships in your life
- 2) Name 3 places that have special meaning or significance to you
- 3) List 3 life events or topics of conversation that you usually talk with your friends about
- 4) List 3 things you do when you are not sleeping or working



- A global term that encompasses a wide continuum of people who do not fit neatly in traditional gender boxes
- Includes:
 - Gender Variance in role, dress (expression), behavior
 - Cross-dressing
 - Androgynous Gender Expression
 - Gender Queer
 - Transsexuality

- Social Isolation
- Depression, anxiety, suicidality & other mental health risks
- Secrecy, concealment strategies can lead to unending stress
- Increased abuse of substances
- Significantly higher rates of cigarette smoking
- Homelessness
- Sexual acting out, higher STD and HIV/AIDS transmission

- SEX refers to the body
- Chromosomes, internal and external reproductive organs
- Much diversity exists even at this level (Intersex)
 - Chromosomal (XX, XY, XXX, XXY, XO)
 - Reproductive differences

- Is defined as one's emotional, romantic and erotic attractions, toward another for the most part AND over a period of time
- It is about Feelings rather than behavior
- May Be Fluid Over Time
- Exists on a Continuum
- Crosses all dimensions of diversity (race, ethnicity, religion, class, ability, etc.)

- Developmental Tasks of Young Adulthood
- › Developmental Tasks of Young Adulthood
 - › Anti-LGBT Sentiments and Harassment
 - › Residences, Roommates, Rejection of my

- Academic Life
- › Academic Life:
 - Inclusive Curriculum
 - Classroom Environment
 - › Inclusive Policies
 - › Institutional Commitment
 - › Counseling and Health
 - › Student Life
 - › Campus Safety
 - › LGBT recruitment and retention

The College works to create a safe and healthy environment for all students and employees on campus. We are committed to providing a safe and healthy environment for all students and employees on campus. We are committed to providing a safe and healthy environment for all students and employees on campus.


Our Programs include:

- › **Life Skills:** Our Essential Skills program includes 10 CEU Youth Mentoring. The College provides a safe and healthy environment for all students and employees on campus.
- › **Professional Development:** The College provides a safe and healthy environment for all students and employees on campus.
- › **Financial Aid:** The College provides a safe and healthy environment for all students and employees on campus.
- › **Health Services:** The College provides a safe and healthy environment for all students and employees on campus.
- › **Student Life:** The College provides a safe and healthy environment for all students and employees on campus.
- › **Campus Safety:** The College provides a safe and healthy environment for all students and employees on campus.
- › **LGBT Recruitment and Retention:** The College provides a safe and healthy environment for all students and employees on campus.

Mastering 7 Essential Cultural Competence Skills and 7 Key Social Skills

Dr. William A. Howe
Connecticut State Department of Education

Central Connecticut State University Office of Diversity and Equity
Feb. 3, 2014



Yale University study:

The #1 reason why people are fired from their **FIRST** job is: the inability to get along with others.


We must teach people to be:

- Empathetic
- Culturally Competent
- Socially Skilled

Essential Skills

Dr. William A. Howe
Education Consultant
CT State Department of Education
165 Capitol Avenue, Room 222
Hartford, CT 06106
Phone: (860) 713-6752 / Fax: (860) 713-7023
email: william.howe@ct.gov

Past-President of the
National Association for Multicultural Education



The #1 reason why first year college students have a bad experience living in a dormitory is:

the inability to get along with others.

College Residence Advisors study

- A sense of self-awareness and the ability to distinguish one's own feelings from the feelings of others.
- Taking another person's perspective (or, alternatively, "putting oneself in another person's shoes").
- Being able to regulate one's own emotional responses.

(Dewey, 2009)

Teaching Empathy

FORTUNE[®] 500

Fortune 500 company research:

The #1 reason why people are fired from their jobs is: the inability to get along with others.

Empathy Deficit

College students now (2010) are 40 percent less empathetic than they were in 1979, with the steepest drop coming in the last 10 years. Students today are generally less likely to describe themselves as "soft-hearted" or have "tender concerned feelings for others" and more likely to admit that "other people's misfortunes" usually don't bother them.

(University of Michigan Institute for Social Research Report, Boston Globe, Oct 17, 2010)

"the ability to think, feel and act in ways that are respectful of cultural diversity"

Cultural Competence

1-
Demonstrates real empathy for the
- feelings,
- values,
- needs, and
- insights of other people.

Cultural Competence Skill

4-
Able to deal with ambiguity.
Holds off making judgments until essential facts
are determined and possible outcomes are
assessed. Understands the societal context in
which decisions are made.

Cultural Competence Skill

7-
Uses creative feedback from others
and gives it as well.

Cultural Competence Skill

2-
Demonstrates good will.
In her/his interactions, is
- flexible, positive, pleasant and
sincere.

Cultural Competence Skill

5-
Gives praise that is both acceptable
and sincere.
Uses caution if criticism is necessary.

Cultural Competence Skill



3-
Seeks out and learns more about other
people, including their perceptions and
expressions, and how they can learn
from them.

Cultural Competence Skill

6-
Invites trust by keeping confidences.
Tries to avoid embarrassing
him/herself or others.

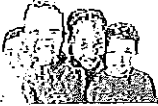
Cultural Competence Skill

For many women and people of
color it feels like a
lifelong burden
to have to make other people
feel comfortable with them.

A Lifelong Burden


1. Speaking Up
2. Small Talk
3. Smiling
4. Being Assertive
5. Hand-Shaking
6. Eye Contact
7. Self-Promotion

7 Key Social Skills Influenced by Culture



- Look friendlier
- Shows confidence
- Look more approachable
- Look better!

A Great Smile




- *The Eyes are the Mirrors to the Soul*
- Trustworthiness
- Honesty
- Integrity
- Warmth

Good Eye Contact

**STAND UP
SPEAK OUT**

Quiet, soft-spoken voice
= timid and insecure

Speaking Up (Volume)




- Assertive, not Aggressive
- Confidence
- Security
- Determination
- Strength

Learn Assertiveness

How To Sell Yourself


- Time and a place to be humble
- Shows confidence in yourself
- Let Others know what you can do and who you are
- Builds up your reputation

Learn to PROMOTE Yourself




- Makes people feel comfortable
- People like to talk about themselves
- Makes you more likeable

Learn to Make Small Talk



- Shows confidence
- Warmth
- Outgoing
- Personable

Shaking Hands Properly



Rodriguez, Rosa (Diversity and Equity)

From: Karas, Kimberly (Marketing Communications)
Sent: Tuesday, January 21, 2014 9:02 AM
To: Academic Departments; Administrative Departments
Subject: Red Flag Campaign

CCSU launches the 2014 Red Flag Campaign to prevent dating violence on our campus.

Have you seen the red flags on campus?

All across our campus you will find clusters of small, red flags which are symbolic to CCSU's Red Flag Campaign aimed at stopping dating and interpersonal violence on our campus.

This Campaign helps students identify "**red flags**" for dating violence in their friends' relationships and encourages them to intervene. College students are at extremely high risk of either acting as perpetrator or being a victim of dating physical or sexual violence during their college years. Who is likely to witness this type of abuse? The answer is your own friends.

The Red Flag Campaign features a series of eight posters that illustrate "**red flags**" that might be present in a relationship in which dating violence is occurring. The purpose is to encourage students to speak up when they see red flags for dating violence in their friends' relationships.

Friends and family members are the most likely group of people to seek resources and information to help victims of dating/domestic violence. For college students surrounded by their peer group, this may be the most important intervention they have.

There are many red flags that indicate dating violence is occurring in relationships. Name-calling, excessive jealousy, blaming, isolation, stalking, and physical and/or sexual abuse are all indicators of violence. Many times these behaviors are subtle and/or kept hidden away from friends or family. But over time, these behaviors become increasingly dangerous and noticeable.

What if we all took ownership of our community and got enough momentum going that one less person had to go through this?

Special thanks to all of those who made this campaign happen: Diversity and Equity, Women's Center (current and former students), Residence Life, Athletics, Greek Life, Student Government Association, Student Affairs, Student Activities and Leadership Development, Student Wellness Services, Center for International Education, Administrative Affairs, Sexual Assault Resource Team.

DIVERSITY WORKSHOP

Faculty Senate Diversity Committee

Friday, September 20, 2013

9am-3pm

Motivated by a commitment to equity and social justice in education, the Diversity Workshop explores a range of strategies and tools through which Instructors and Faculty can incorporate diversity into their courses. The workshop is cross-disciplinary, offering valuable resources for instructors in all fields.

To register for the workshop, please contact Professor Audra King (kingaul@ccsu.edu) or Professor Kurt Love (lovekua@ccsu.edu).

**ARTICLE 3
NON-DISCRIMINATION,
AFFIRMATIVE ACTION AND SEXUAL HARASSMENT**

3.1 The Board of Trustees and the CSU-AAUP agree that no member of the bargaining unit shall be discriminated against in violation of federal or state statutes, nor on the basis of characteristics or conditions including age, race, religion, gender, sexual orientation, disability, or ethnic or cultural origin, nor with respect to any legal behavior not detrimental to the students or other members of the university community.

3.2 The parties are committed to positive and aggressive affirmative action programs. The function of hiring searches is to maintain objectivity and use all available information in a balanced manner that identifies the best available candidates. Hence, search committees are specifically obligated to apply principles of affirmative action in their consideration of candidate selection.

3.3 Allegations of violations of Article 3.1 shall be processed exclusively through the Affirmative Action/Non-discrimination Complaint Procedures and are not covered by Article 15 (Grievance Procedure) of this Agreement. Such procedures shall include the elements identified in Appendix F. The parties agree to review procedures currently part of affirmative action plans and procedures addressing acts of intolerance and to recommend revisions as necessary.

3.4 Minority Recruitment and Retention Program

The parties to this Agreement recognize the compelling and continuing need to recruit and retain bargaining unit members who are members of minority and other protected groups. The following affirmative action program is adopted for the purpose of increasing the number of such full-time members.

3.4.1 Minority Recruitment and Retention Committee

The University President with the advice and consent of the AAUP Chapter President and consultation with the Director of Affirmative Action shall appoint a Minority Recruitment and Retention Committee. At least two committee members shall be members of minority or other protected groups. The Director of Affirmative Action shall be an ex-officio member of this committee.

ARTICLE 3 — NON-DISCRIMINATION

3.1 The Board of Trustees and SUOAF-AFSCME agree that no member of the bargaining unit shall be discriminated against in violation of federal or state statutes, such as discrimination based on race, color, religious creed, age, sex, marital status, sexual orientation, national origin and disability. Violations of this section shall be grievable but not arbitrable. Any claim of violation may be filed through the Commission on Human Rights and Opportunities (CHRO) or any appropriate legal forum.

3.2 The parties to this agreement recognize the compelling need to increase the minority proportion of bargaining unit members to more closely approximate the racial and ethnic diversity of the population of our state and nation.

Notwithstanding other provisions, if any, in this Agreement to the contrary, the following affirmative programs and actions are adopted to increase the proportion of minority bargaining unit members.

The President/Chancellor shall bring into being a Minority Recruitment and Mentoring Committee under the direction of the Affirmative Action Officer. The committee shall have a minimum of two minority bargaining unit members. The Committee shall be charged with the responsibility for identifying and recommending qualified minority candidates to search committees after the promotional process in Article 10 has been followed. Travel and associated costs for this effort approved by the Affirmative Action Officer may be charged to the University's budget.

The Minority Recruitment and Mentoring Committee shall ensure that mentoring arrangements are available for newly appointed minority employees. The mentors shall be charged with responsibility for enhancing the professional development of minority employees during the first 1-3 years of their appointment(s). Costs of this effort, which may not include any salary payment for the mentor(s) or related personnel, may be charged to the support fund described below.

When direct continuing support for obtaining credentials/qualifications is provided to appointees, it shall be part of individual agreements prescribing the support accepted by the appointee and specifying that the appointee will remain with CSU for an appropriate interval after the support has ended. Such agreements shall require the approval of the university President/Chancellor. The existence or substance of a mentoring agreement is not to be considered in an appointee's evaluation pursuant to Article 19.

The continuation of a mentoring agreement is conditioned upon the appointee's renewal of appointment pursuant to Article 14.

Funding for the mentoring program shall be available in proportion to university bargaining unit membership.

Funding for this program shall be .0261 of the aggregate biweekly salary of bargaining unit members based on an April payroll listing. Unexpended funds shall roll over for use in succeeding fiscal years. The Board shall provide the union with a report detailing all expenditures under this program annually.

Together the parties agree to promulgate principles that seek to insure affirmative action within the Connecticut State University. The parties further agree to the universities' policy on racism, sexual harassment and other acts of intolerance. This section is not grievable.

3.3 SUOAF-AFSCME recognizes its responsibility as bargaining agent and agrees to represent all employees in the bargaining unit without discrimination, interference, restraint, or coercion.

The Board of Trustees and its management officials within the Connecticut State University acknowledge that SUOAF-AFSCME's obligation to represent its employees will not be subject to interference, restraint, or coercion.

Affirmative Action Calendar
 2013-2014

Date of Event	Department	Type	Name of Event	Description of Event
3/1 & 3/2/2013	Student Affairs/Diversity & Equity/NASPA/LASO	Conference	10th Annual New England Latino Student Leadership Conference	A conference to connect, inspire, and strengthen Latino Student Leaders.
3/1/2013	Mosaic Center & Latin American/Latino Caribbean Center	Program	Portrait of Courage: Latinos Shaping a Nation	Come to this event that is open to the public to be inspired and enlightened with this one of a kind event that will be sure to entertain the public as well as touch on some important topics.
3/14/2013	Ruthie Boyce Women's Center/ODE	Luncheon	Women's History Month Luncheon	CCSU 2013 Women's History Month Luncheon features Dr. Yvonne A. Kielhorn, founder and CEO of Why Science, an education technology company providing learning systems empowering educators to increase student performance with realworld STEM learning.
4/3/2012	Counseling & Wellness Center/ ODE	Forum	Crisis in America: The Voices of our Sisters in the State of Men's Health & Wellness	5th Annual Man Enough Support Initiative Healthy fellows: College Men's Health Forum
4/9/2013	Department of Nursing	Movie Screening	RARE	Rare is a documentary produced and directed by Maren Granger-Monsen and Nicole Newnham from Stamford University. The documentary "follows a mother as she races against time, as she unites a group of isolated people from around the world in a quest to treat her daughter's rare genetic disease."
4/16/2013	Ruthie Boyce Women's Center	March	Take Back the Night March	Take Back the Night March has inspired both women and men to confront a myriad of social ills, including rape, sexual violence, domestic violence, and violence against women. The unifying theme throughout these diverse topics is the assertion that all human beings have the right to be free from violence, the right to be heard, and the right to reclaim those rights if they are violated.
4/18/2013	Office of Alcohol and Drug Education	Fair	Alcohol Awareness Fair	Join the CCSU Natural Helpers, in collaboration with the Office of Alcohol and Drug Education, as we present the 5th Annual CCSU Alcohol Awareness Fair.
4/17/2013	Ruthie Boyce Women's Center	Lecture	Inventor & Entrepreneur: Martine Rothblatt	Martine Rothblatt is an American lawyer, author, and entrepreneur. Dr. Rothblatt is responsible for launching several satellite communications companies including the first nationwide vehicle location system (Geostar, 1983), the first private international spacem project (PanAmSat, 1984), and many more things that changed the face of technology.

Affirmative Action
Event Calendar
in 2013-2014

4/19/2013	Polish Studies Program	Lecture	Polish Americans and Baseball: Becoming Americans by Playing America's Game	An illustrated discussion of the historical relationship of Polish immigrants and their descendants with the American "National Pastime."
4/19/2013	Elina Bucit Library/ Italian Resource Center	Exhibit	What Ever Happened to Sunday Dinner and Other Stories.	Dr. Iannucci is the author of the best selling book <i>Growing up Italian, Grandfather's Fig Tree and Other Stories</i> and now his second book, <i>What Ever Happened to Sunday Dinner and Other Stories</i> . He is the former chairman of the Board at Rhode Island Hospital, and Clinical Professor Emeritus at The Warren Alpert Medical School at Brown University.
4/22/2013	CCSU	Event	CCSU Employee Appreciation Week	A week long event that will be dedicated to the dedicated faculty and staff that continue to work hard to help make CCSU what it is today. The week will begin with a keynote speaker followed by numerous workshops that will be entertaining as well as educational.
4/22/2013	LGBT Center	Workshop	Challenging Heterosexism	What is heterosexism? What is homophobia? What are their effects upon each of us? How can we unlearn negative messages and misinformation and be effective allies to gay, lesbian, bi, and transgender people? This interactive and thought-provoking workshop will help us to answer these questions, and then organize our shared knowledge into tools and tactics for change.
4/25/2013	History Department/ ODE	Event	CCSU Powwow " A Home of One's Own"	This event is part of the Mayor's initiative to end homelessness. This non-profit event will have food, vendors, student groups, and is open to the public to help bring the community together.
4/30/2013	International & Area Studies	Lecture Series	Can Chavez's Orphans Shape A New Venezuelan Political Identity?	Join us for a talk about Venezuela's political future with Dr. Marco Cupolo, a faculty member at the University of Hartford who taught for many years in the University Simon Bolivar (Caracas-Venezuela)
9/8/2013	Department of Theater	Play	My Name is Rachel Corrie	The one-woman play, compiled from journal and e-mail entries, chronicles the life of Corrie from her home in Olympia, Washington, or Rafah, Gaza, where she was killed by an Israeli bulldozer as she attempted to stop a Palestinian home from being demolished. The play was edited by famed English actor Alan Rickman and features BFA Acting major Ashley Malloy in the role.

Affirmative Action 2013-2014
 Event Calendar

10/4/2013	Center of African Studies	Event	Where the High Five Came From: The Art of the Kingdom of Kongo	Dr. Robert Faris Thompson is the consummate example of the committed intellectual: enthusiastic, passionate, knowledgeable and rigorous; but, above all, you will love and respect the subject matter.
10/9/2013	CCSU LGBT Center	Event	An Evening with Lauren Lubin	Lauren Lubin is pioneering ultimate gender awareness and equality by producing We Exist A film About a Third Gender. Lauren's work shatters traditional, antiquated constructs that define gender as either male or female. The conversational around this project has started an international movement, impacting the lives and well-being of many and empowering those who have become invisible and oppressed.
10/15/2013	The Ruthe Boyea Women's Center	Rally	Walk of No Shame 2013	Strap in, slip on, stomp out! The Walk of No Shame is all about empowering women to not be afraid to wear what they want at the risk of being sexually assaulted.
10/15-10/16/13	Elihu Burritt Library/ Italian Resource Center	Event	2013 Year of Italian Culture	The Year of Italian Culture in the United States Symposium is an initiative that promotes Italy and its rich history and culture. This symposium is a collaboration of the Burritt Library, The IRC, and professors of Italian history and culture from universities and colleges.
10/16/2013	State of Connecticut Dept. of Education	Conference	18th Annual New England Conference on Multicultural Education (NECME)	Educators, as well as parents and community members at all school levels, are seeking ways to enhance teaching diverse students but also a curriculum that could prepare all students for working in a diverse world.
10/17/2013	African American Studies Program	Event	The Voting Rights Act	A panel discussion on The Voting Rights Act and the recent Supreme Court Ruling will be taking place in the Marcus White Living Room.
10/27-11/30/13	Elihu Burritt Library	Exhibit	Polish Poster Designs	The Elihu Burritt Library Connecticut Polish American Archives at CCSU will be holding a symposium and exhibit of polish poster holdings. The exhibition will display over one hundred fifty Polish posters covering the subjects of film theater, circus, art, music, social, political and other cultural events.

10/30/2013	Creative Writing Dept	Event	Vietnamese American Poet & Professional Tango Dancer Mong-Lan	Mong-Lan, multi-disciplinary American poet, writer, painter, photographer, dancer (of Argentine tango), singer (bel canto, tangos), and educator, left her native Vietnam on the last day of the evacuation of Saigon. Mong-Lan's first book of poems, Song of the Cicadas, won the 2000 Juniper Prize, the 2002 Great Lakes Colleges Association's New Writers Awards for Poetry and was a finalist for the Poetry Society of America's Norma Farber First Book Award. Her other books of poetry include Why is the Edge Always Windy?, Tango, Tangoinc: Poems & Art the bilingual Spanish / English edition, Tango, Tangueando: Poems & Dishes; Love Poem to Tofu and Other Poems (chapbook), and Love Poem to Ginger & Other Poems: poetry & paintings (chapbook).
11/4/2013	Ruthie Boyce Women's Center/ DOE	Luncheon	Survivor of the System: Women of Color Luncheon	Barbara W. DeBaptiste is an educator, mentor, resource person, visionary and advocate for children and women's concerns. She is a motivated speaker who has inspired people of diverse ages, races, and creeds with her conviction that committed people of imagination and goodwill can make a better life and a world for all. Through this luncheon she will be discussing how to navigate your future at a White Institution.
11/9/2013	South Asian Student Association	Event	Garba 2013	Bhangra Night music with complimentary Indian food along with Garba music by Roshni Kashyap & Friends.
11/11/2013	CCSU	Event	Veterans Day	Central CT State University will commemorate Veterans Day and honor four veterans during a ceremony. The public and all veterans are invited to the ceremony, which will include the presentation of the Colors, the National Anthem, the Armed Forces Flags, and the awarding of four honors.
11/19/2013		Performance	Performance and conversation with Yan Xu	Performance and conversation with Yan Xu, virtuoso performer on the Zheng, a traditional Chinese plucked string instrument.
11/19/2013	Lambda Alpha Upsilon Fraternity Inc.	Event	Economics of Being A Minority	The Omicron chapter of Latino America Unida Lambda Alpha Upsilon Fraternity Inc. presents: Law Week where they will be discussing the lack of more minority students in higher education.

Affirmative Action 2013-2014
Event Calendar

11/20/2013	Lambda Alpha Upsilon Fraternity Inc.	Event	Importance of Higher Education As A Minority	The Omnicron chapter of Latino America Unida Lambda Alpha Upsilon Fraternity Inc. presents: Law Week where they will be discussing the lack of more minority students in higher education.
12/11/2013	Polish American Studies	Lecture	European Monetary Union: Strength or Disintegration	Artur Nowak-Far is responsible for portfolio consisting of international treaty and litigation as well as EU law compliance. Author of books and academic papers dealing with European law and public administration matters
1/25/2014	East Asia Center	Gala	Chinese New Years Gala	Come help celebrate the year of the Horse as Central Connecticut State University presents the Chinese New Year Gala. This event is open to the public and this one of a kind gala that will be sure to entertain and enlighten.
1/28/2014	Communication Department	Event	Miss Representation	Barbies, baby beauty contests, and you. What is the media telling you about girls and women? Join us for a showing of "Miss Representation," a powerful documentary on the media's portrayal of women and girls, and what that means. A panel discussion will follow the showing of the documentary.
1/30/2014	Africana Center/African Studies/ODE/Student Affairs/Athletics Dept./Mosaic Center	Lecture	White Like Me: Reflections from a Privileged Son	A lecture by anti-racist activist Jim Wise. A discussion about privilege and why it matters led by CCSU faculty and students will follow the lecture for all who wish to stay.
2/6/2014	Philosophy Dept./Office of Diversity & Equity	Lecture	Civil Rights Lecture Series: William Jelani Cobb	William Jelani Cobb is an Associate Professor of History and Director of the Institute of African American Studies. He specializes in post-Civil War African American history, 20th century American politics and the history of the Cold War.
2/7/2014	Office of Diversity & Equity	Lecture	Civil Rights Lecture Series: Anica Coleman	Dr. Coleman's expertise concerns Native and African American communities including genealogy, issues of sovereignty now in controversy, racial identities and shared history.
2/11/2014	Student Wellness Services	Event	The Sexes: Bridging the Gender Divide	This is a "conversation" for both women and men who are interested in developing a serious understanding of the other gender. The program exists as a part of a series of structured conversations about emerging trends and relationship dynamics between women and men.

Affirmative Action
 Event Calendar
 in 2013-2014

2/12/2014	CCSU Student Government Association	Event	The Hook-Up: When It's Hot and When It's Not	<p>When it come sno hooking up, our expectations may be clouded. The presentation explores today's "hook-up" culture from the way we talk, the way it goes down and the role alcohol plays. A hook up can be anything from making out to having sex, but when we hear they're "hooked-up" we think of one thing. The presentation gives room to discuss the possibilities around what may have happened. The audience will be able to differentiate between a consensual hook-up and dangerous situations. Everyone will walk away empowered with the tools to make a change in our community.</p> <p>Acclaimed Nepalese Indian poet Yuyutsu R.D Sharma performs at CCSU in the Marcus White Living Room. This event is free and open to the public.</p>
2/19/2014	CCSU	Poetry Lecture	Indian Poet Yuyutsu and Shanna	<p>Acclaimed Nepalese Indian poet Yuyutsu R.D Sharma performs at CCSU in the Marcus White Living Room. This event is free and open to the public.</p>
2/19/2014	Philosophy Department	Lecture	Civil Rights Lecture Series: Fred D. Gray	<p>Civil Rights Attorney Fred D. Gray was the principal lawyer involved in the Montgomery Bus Boycott in 1955 and the modern day Civil Rights movement. He represented Mrs. Rosa Parks, Dr. Martin Luther King, Jr. and other participants in the civil rights movement.</p>
2/22/2014	Central Connecticut State University	Gala	Women of Influence Gala	<p>This black tie optional night filled with dinner and dancing is all about honoring a group of influential women who have made an impact and a difference in our communities.</p>
2/25/2014	Center for African Studies	Lecture & Banquet	11th Annual Amistad Lecture & Banquet	<p>The Amistad lecture on gender and the struggle for human rights will feature Dr. Obiona G. Nnamaka, a chancellor's professor of French and Women's Studies from Indiana University. She is the author of several books and scholarly articles</p>
2/27/2014	Department of Political Science, Philosophy, and ODE	Event	African American Lecture Series: Dania V. Francis	<p>Dr. Dania Francis is an Assistant Professor of Economics and African American Studies at the University of Massachusetts, Amherst. She studies the field of labor economics and public economics with particular attention to fields of labor</p>

Don't want to miss this event?
 Remember, it will be a night to remember!

YOGA 7PM-8PM

Free and open to all female students! Bring Heels!
 This is a night of Fun, Confidence, Empowerment and Sensuality!

WOMEN'S NIGHT IN
 February 27, 2014 Alumni Hall 7-10pm

SALSA 8PM-9PM

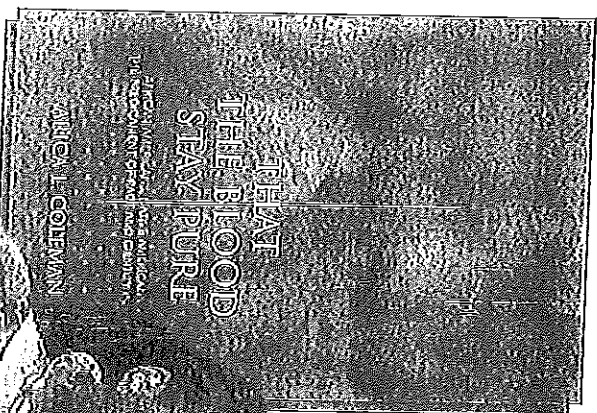
POLE DANCING 9PM-10PM

For more information, contact the Rutha Boyea Woman's Center
 850-832-1655 Student Center Room 219
 Equal Opportunity Employer/Educator

That the Blood Stay Pure

Anica L. Coleman

~February 7, 2014
 ~Noon-2 P.M.
 ~Bellin A+B
 Student Center



Author: Anica L. Coleman, Professor at the University of Delaware will present on her book, *That the Blood Stay Pure*. It traces the history and legacy of the Commonwealth of Virginia's effort to maintain racial purity and its impact on the relations between African Americans and Native Americans. This rich interdisciplinary history, which includes contemporary case studies, addresses a neglected aspect of America's long struggle with race and identity.

Please join us for this intriguing presentation and lunch. RSVP to the Office of Diversity and Equity (ODE) at 866-832-1652 or foajoy@udel.edu by February 4. For special dietary needs contact the ODE as soon as possible.

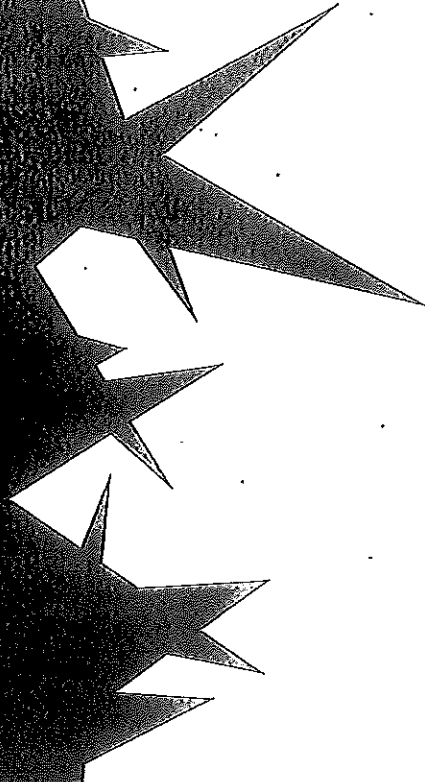
Central Connecticut State University | 1615 Stanley Street | New Britain, CT

Speakers Office of Diversity and Equity, Committee on the Governance of Veterans
 Offices of Cultural Sensitivity and the Office of Student Affairs
 CSDU is an Equal Opportunity Institution and Employer



WHITE LIKE ME

REFLECTIONS ON RACE FROM A PRIVILEGED SON



... WITH EVERY STAR

TIMWISSE

THEY WANT THEIR COUNTRY BACK
Racial Nostalgia And White Anxiety in an Era Of Change

THURSDAY
January 30th, 2014
Alumni Hall
6:00 PM

Sponsored by the Anthropology Department, the Center for African Studies, The Mosaic Center of the Student Union Board of Governors, The Division of Student Affairs, The Office of Diversity and Equity, The Diversity Committee of the Faculty Senate and The Department of Athletics.

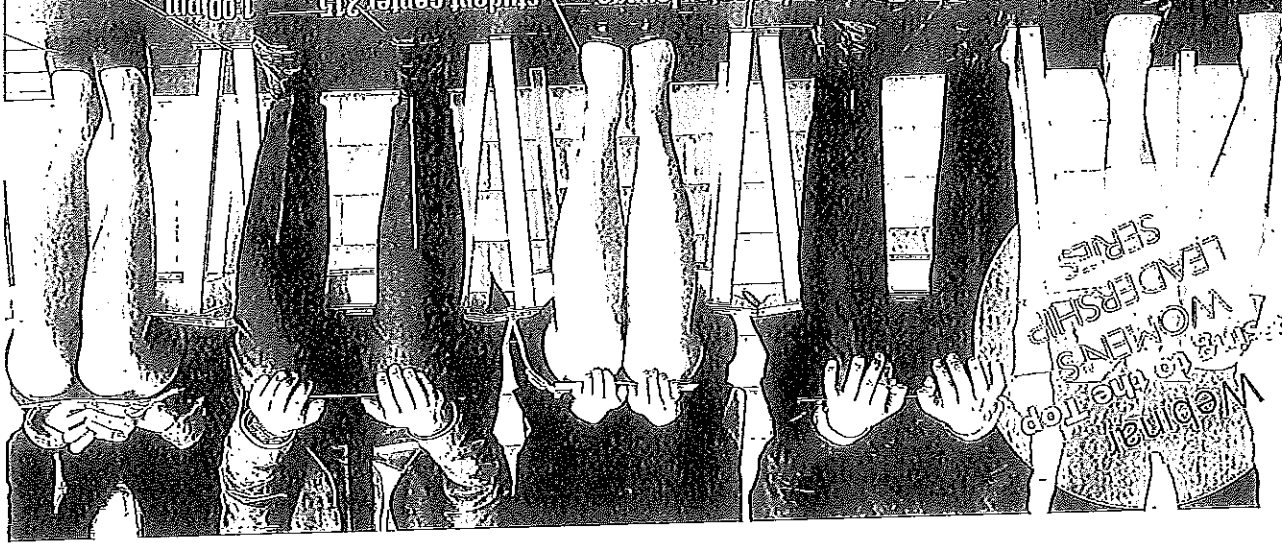
WIN AT THE GAME OF OFFICE POLITICS

Speaker: Jo Miller, CEO, Women's Leadership Coaching Inc.

Discover shadow organizational structures and how to navigate informal networks in your workplace. Learn the dynamics of power in your organization and create a strategic plan to cultivate an influential network.

Is it possible to navigate office politics without becoming a political animal?

February 25
Women's Center lounge
Student center 245
1:00 pm





Sin by Silence

Prison is safer than
the love of your life.

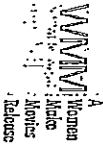
The Women's Center Presents: **SIN BY SILENCE**

A Documentary about Domestic Violence

Mon Oct 28 12:15PM

Student Center Sprague Carlton Room

From behind prison walls, **SIN BY SILENCE** reveals the lives of extraordinary women who advocate for a future free from domestic violence. Inside the California Institution for Women, the first inmate-initiated and led group in the U.S. prison system, shatters the misconceptions of domestic violence.



Against the system and against the odds, the women of Convicted Women Against Abuse have risen to expose the stigma of the cycle of domestic violence. Through their stories of terror and hope, the viewer can begin to understand the cycle of violence, the signs of an abuser, and how each and every one of us is responsible for changing the tragedy of domestic violence.



Domestic Violence

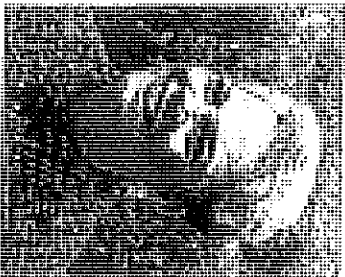
Central Connecticut State University

Civil Rights Lecture Series

Peggy Wallace Kennedy

Peggy Wallace Kennedy is the daughter of the late George C. Wallace, Governor of Alabama. She witnessed the tumultuous struggle of the American Civil Rights Movement from the unique perspective of the daughter of one of America's most ardent segregationists of the 1960's.

In 2008 Peggy stepped from the shadow of the schoolhouse door and endorsed the candidacy of then Senator Barack Obama. Since that time, she has written and spoken on issues relating to justice and equality. In 2013, she returned to the University of Alabama, and stood where her father George Wallace stood in 1963 and spoke of hope for change.



October 24, 2013 at 4:15 p.m.

Founders - Davidson Hall

For more information, contact the Office of Diversity and Equity at 860-832-1652 or Dr. Steve Ballman at ballmanst@ccsu.edu.

Sponsored in part by:

Office of Diversity and Equity
Center for Public Policy and Social Research
The Civil Rights Project
Office Student Conduct
The Committee on the Concerns of Women

CCSU is an Equal Opportunity Employer and Employer

The Women's Center Presents:
 United Nations Association Honoree &
 Nobel Peace Prize Nominee

Jane Roberts

Worldwide Status of Women & Girls

What do the women of the world have to do with you?

Oct 24, 2013
 1:00pm - 2:45pm
 Student Center
 Philbrick Room

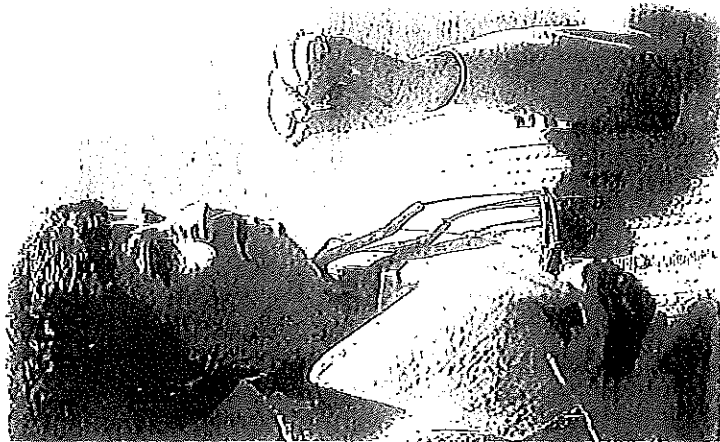
United Nations Association Honoree, and Nobel Peace Prize nominee Jane Roberts will present a program on the worldwide status of women and girls, their access to education, health and human rights. Eleven years ago she established 34 Million Friends of the United Nations Population Fund (UNFPA) www.34millionfriends.org which works for safe motherhood and family planning and against AIDS and violence against women all over the world. Asking one dollar from 34 million Americans, the effort has garnered \$4.28 million for women's reproductive health.

She is also featured in chapter 8 of the international bestseller "Half the Sky" by New York Times columnist Nicholas Kristof and his journalist wife Sheryl WuDunn. Come one and all for a very thought provoking session. She promises to blow your mind just a bit.

Women's Center on Facebook



Equal Opportunity Employer/Educator



For more information:

Contact Jacqueline Cobblino-Boivin

CCSU Ruthie Boyce Women's Center at 860-532-1856

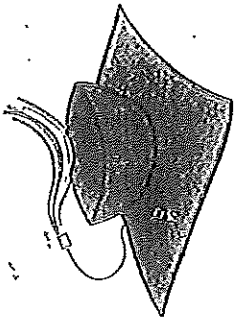
Co-Sponsored By:

CCSU Committee for the Concerns of Women

Save the Date

Attention all Graduating LGBT & Allies!

You made it! So, Let's Celebrate!



Lavender Graduation

May 2nd, 2013 | 7:00 - 9:00pm

Founders Hall @ CCSU (Reception will follow)

Email LGBT@ccsu.edu or Visit www.ccsu.edu/lgbt for information and registration.

Registration for graduates will close on April 23rd

CCSU LGBT CENTER



GENERAL CONNECTICUT
STATE UNIVERSITY

CRRP

COLLEGE
READINESS
PROGRAMS

"Let's Get Together!" SHARP TRAINING AGENDA

When: Wednesday, June 26, 2013

Time: 9:00 a.m. - 3:30 p.m.

Location: Venable Hall, Constitution Room

Command: Administration, 127, 127-127

Facilitators: Anilda, Renee

9:00 a.m. - 9:30 a.m.

WELCOME REMARKS & MISSION STATEMENT & GOALS
Dr. Joseph Paige, Academic Affairs, Associate Vice President

9:30 a.m. - 10:00 a.m.

WHO'S WHO? LEFT'S MEET!

10:00 a.m. - 11:00 a.m.

STUDENT AFFAIRS PANELISTS FROM:
Residence Life, Student Wellness Services & Student Conduct

11:30 a.m.

SAFETY & EMERGENCY ON CAMPUS (POLICE DEPARTMENT)
Sgt. Jerry Brywn, CCSU Campus Police

11:30 a.m. - 12:00 p.m.

QUESTIONS & ANSWERS

12:00 p.m. - 1:00 p.m.

ROUND TABLE DISCUSSION (LUNCH)

1:00 p.m. - 2:00 p.m.

SEXUAL HARASSMENT, ROLE MODELING & ETHICAL ISSUES
Rosa Rodriguez, Executive Assistant to the President & Chief Diversity Officer
Office of Diversity & Equity

2:00 p.m. - 3:00 p.m.

"COME TOGETHER"
Each Program comes together to discuss goals, expectations & responsibilities of staff

Break - out rooms: Nunneg, NW Dining Room, Vance 106

3:15 p.m.

WRAP-UP & EVALUATION

*CCSU

POWOW

"A Home of

One's Own"

Thurs., April 25

11 AM to 5 PM

Free and Open

To the Public

F. Ann Mitchell

Joseph Brown, Chairman

University of Cincinnati

and the American Indian

Association, Inc.

and the American Indian

Association, Inc.

Vendors and non-profit

organizations are invited

to attend.

Sponsored by Hist. 324: Native Americans of the West students, who made the

Tipi; Office of Diversity; Office of Student Affairs; Mosaic Center and Community

Center for the Mayor's Initiative to End Homelessness.

Sponsored by

Hist. 324:

Native

Americans of

the West

(Community

Engagement

Class) ~ the

History

Department ~

Office of

Diversity ~

Mosaic

Center ~

Student

Affairs ~

Community

Central

non-profit

student groups,

food vendors,

and

from 11 AM to 5 PM

April 25, 2013

Homelessness

Initiative to end

the Mayor's

Office of

History

Department ~

Office of

Diversity ~

Mosaic

Center ~

Student

Affairs ~

Community

Central

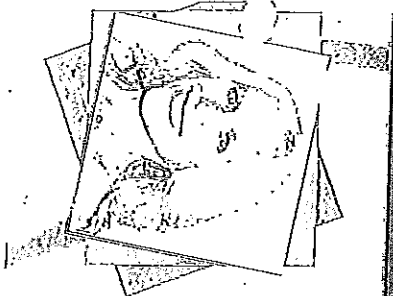
Ally-Building Workshop

Challenging Heterosexism

with Robyn Ochs

Monday, April 22nd 2013 | 7:00pm - 9:00pm

Davidson 123, in Davidson Hall @ CCSU



Robyn Ochs is a speaker, award-winning activist, and the editor of the 42-country anthology, *Getting Bi: Voices of Bisexuals Around the World* and the *Bi Women* newsletter. Her writings have been published in numerous bi, women's studies, multicultural, and LGBTQ anthologies, and she has taught courses on LGBT history and politics.

Challenging Heterosexism

What is heterosexism? What is homophobia? What are their effects upon each of us? How can we unlearn negative messages and misinformation and be effective allies to gay, lesbian, bi and transgender people? This interactive and thought-provoking workshop will help us to answer these questions, and then organize our shared knowledge into tools and tactics for change. (Note: this is a 2-hour workshop)

CCSU LGBT CENTER



CCSU Employee Appreciation Week

April 22 - 26, 2013

Monday - April 22

Half A Glass*

The Realist's Guide to Understanding Negativity



To kick off the week, professional keynote speaker, author and comedian Craig Price will present an innovative and humorous look at how you can use negative thinking to your advantage, based on his book *Half A Glass: The Realist's Guide*. Is negative thinking causing problems in your life? It may be because you're not using all that negative thinking to your benefit. We all know that negativity is an unfortunate part of life. Understanding its usefulness and value is a major key to success. With this original, entertaining program Craig Price takes a realistic, humorous look at traditionally "negative" issues. By looking at the hidden value in complainers, criticism and failure, Craig will give you tools to not only limit the occurrence of these difficulties, he'll have you looking at these "problems" in a whole new light.

1:30 - 3:00 p.m.
Constitution Room
2nd Floor Memorial Hall



Tuesday - April 23

Introduction to Genealogy* Going Online to Find Your Roots

Interested in a fascinating and fun hobby? Learn how to discover your family's history by mining the wealth of digital ancestry records that exist. Andrew Rai, Librarian at Berlin Field Memorial Library, and part-time at CCSU's Ethu Burnett Library, will show you how you can comb through records to discover unknown stories and relatives that you never knew existed. He will provide an overview of Ancestry.com® and highlight other online genealogy tools you can use to find your roots. Did you know that Ancestry.com® is free to all CCSU faculty and staff? If you've always wanted to create a family tree, now is your chance to learn how!

9:30 - 11:00 a.m.
Constitution Room
2nd Floor Memorial Hall

Snipping, Clipping & Downloading* Extreme Coupon Savings

More people than ever are looking to save money through couponing. School principal by day and coupon wizard by night, Gina Juliano has a couponing blog and website and regularly appears in CT media stories on couponing. She will teach participants how to maximize their savings using coupons and deals, both online and in stores. Gina will cover one of her favorite topics, how to use coupons to shop for "FREE." Several tips and tricks for "frugalizing" pet and home care will also be discussed. Gina says that her workshop participants can cut their grocery bill by at least half within two months of taking her class.

1:30 - 3:00 p.m.
Connecticut Room (note different room location!)
1st Floor Memorial Hall

MARTINE ROTHBLATT

INVENTOR OF GPS NAVIGATION

INVENTOR OF SIRIUS SATELLITE RADIO

HUMAN GENOME PROJECT

FORBES MAGAZINE TOP 10 CEO

CENTRAL CONNECTICUT STATE UNIVERSITY

APRIL 17, 2013 10:50 AM STUDENT CENTER ALUMNI HALL

Dr. Martine Rothblatt launched several satellite communications companies including the 1st nationwide vehicle location system (Geonics, 1985), PanAmSat, the 1st global satellite radio network (WorldSpace, 1990), and Sirius. She was also responsible for leading the efforts to obtain worldwide approval, via new international treaties, of satellite orbit/spectrum allocations for space-based navigation services and for direct-to-person satellite mobile telecommunications.

Dr. Rothblatt is the author of books on satellite communications technology (Radio Determination Satellite Services and Standards, Artech, 1987), Genomics (Unzipped Genes, Temple University Press, 1997) and xenotransplantation (Corr Life or Mine, Ashgate House, 2003).



United Therapeutics PanAmSat WorldSpace Satellite Radio GeoStar

PRESENTED BY RUTHE BOYEA WOMEN'S CENTER
POSTER DESIGN BY ALISON CHAN & RYAN MILAN

For more information, contact the Ruthe Boyea Women's Center Student Center Room 215

Sponsors:
Center for Social Policy and Social Research, MOSAIC Center, School of Engineering and Technology, CCSU School of Business, CCSU Sociology Department



LAWYER AUIHOK SOCIAL ACTIVIST
BROADCAST EXECUTIVE
BIOTECHNOLOGIST
TRANS HUMANIST

MARTINE ROTHBLATT

CENTRAL CONNECTICUT STATE UNIVERSITY

APRIL 17, 2013 10:50 AM STUDENT CENTER ALUMNI HALL



PRESENTED BY RUTHE BOYEA WOMEN'S CENTER

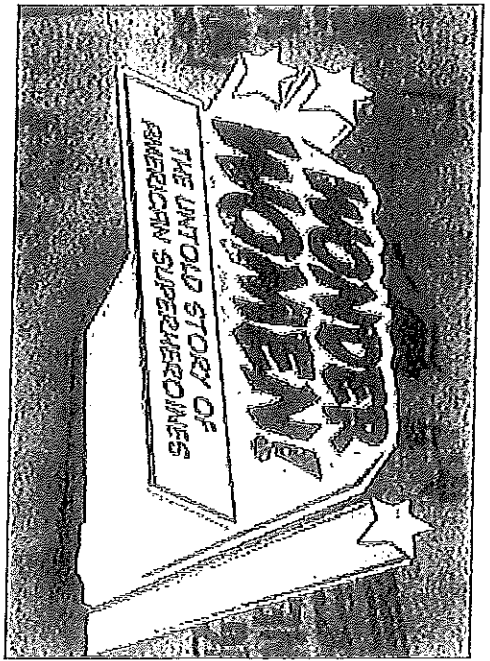
POSTER DESIGN BY RYAN MILAN & ALISON CHAN

For more information, contact the Ruthe Boyea Women's Center Student Center Room 215

United Therapeutics PanAmSat WorldSpace Satellite Radio GeoStar

Sponsors:
Center for Social Policy and Social Research, MOSAIC Center, School of Engineering and Technology, CCSU School of Business, CCSU Sociology Department





Wonder Women: The Untold Story of American Superheroes is an independent documentary film that looks at female superheroes and icons of women's empowerment in pop culture. The film goes behind the scenes with Lynda Carter, Lindsay Wagner, and real life superheroes such as Gloria Steinem, to offer an enlightening and entertaining counterbalance to the male dominated superhero genre. From the birth of the comic book superheroine in the 1940s to the blockbusters of today, *Wonder Women* looks at how popular representations of powerful women often reflect society's attitudes about women's liberation.

APRIL 17, 2013, 12:00PM - 2:00PM
 TORP THEATER, DAVIDSON HALL

Sponsored by the Center for the Study of Women and the Gender Studies Program and the Center for the Study of Women and the Gender Studies Program

INVENTOR
SIRIUS
 SATELLITE RADIO
 FOUNDER

INVENTOR & ENTREPRENEUR
MARTINE
ROTHBLATT
 CENTRAL CONNECTICUT STATE UNIVERSITY

APRIL 17, 2013 10:50 AM
 STUDENT CENTER
 ALUMNI HALL

As an attorney, entrepreneur she was responsible for leading the efforts to obtain worldwide approval of satellite communication allocations for specialized navigation services (1987) and for direct-to-person satellite radio transmissions (1992). In the 1970s, Dr. Rothblatt entered the life sciences field by leading the International Air Association's project to develop a dual human genome library for the United Nations (founded in 1993) and by founding a biotechnology company, United Therapeutics in 1994.



© Fred Lendon / Getty Images for Focus

United Therapeutics **PanAmSat** **WomenSpace** **GrosStar**

PRESENTED BY RUTH BOYEA WOMEN'S CENTER
 POSTER DESIGN BY: RYAN WILLAN & ALISON CHAN

For more information, contact the Ruth Boyea Women's Center Student Center Room 215

SPONSORED BY:
 Center for Public Policy and Social Research
 Center for the Study of Women and the Gender Studies Program
 Center for the Study of Women and the Gender Studies Program
 Center for the Study of Women and the Gender Studies Program
 Center for the Study of Women and the Gender Studies Program



TAKE BACK THE NIGHT MARCH 2013

Take Back the Night has inspired both women and men to confront a myriad of social ills, including rape, sexual violence, domestic violence, and violence against women. This unifying theme throughout these diverse topics is the assertion that all human beings have the right to be free from violence, the right to be heard, and the right to reclaim those rights if they are violated. This is an opportunity for victims and survivors to come together and share music, poetry and begin the road to healing.

Come out and join us for this memorable event and come show your support for all those who have either been a victim or have been affected by sexual violence.

Tuesday, April 16, 2013 6:30 p.m.
Semester's Student Center

WE ARE NOT ASHAMED. Our VOICE has POWER. POWER to CHANGE the WORLD. POWER to CHANGE a CAMPUS.

5th Annual Men Enough Support Initiative Healthy Fellows: College Men's Health Forum

Crisis in America: The Voices of Our Sisters on the State of Men's Health & Wellness

"Celebrating the Diversity of the Men's Spirit"

Some say that over 70% of the sexual ill for U.S. health care is due to preventable illness. Men have higher rates in each of the 15 causes of death, and more die at younger ages than do women in the years of every four college aged deaths are either between younger than their women counterparts. Three out of every four college aged deaths are either between the ages of 15 to 24 years old. These deaths are the result of preventable, avoidable, preventable, and a lack of responses to proper health care practices.

Men's health care is the leading preventable and preventable cause of death in the United States. The educational system. The educational system has gendered by women. Nationally, 43% of men are graduating in comparison to 57% of college women. For every 100 girls expelled from secondary and secondary schools 333 boys are expelled. For every 100 girls diagnosed with a mental education disability 217 boys are diagnosed with a special education disability.

In our effort to expand conversations regarding the health of our students, we have organized this symposium to bring together leading Connecticut men's (e.g., health, government, education, and community) for a candid conversation regarding the state of boys and men's health. Women are not the only impacted society, community, and family by men's health and wellness. Providing a woman's perspective, our selected panel will discuss, offer suggestions, and provide insight into the impact of men's health on men's health and wellness. Wednesday, April 3, 2013 5:30 - 8:00 PM

Central Connecticut State University
Connecticut Room, Memorial Hall
Wednesday, April 3, 2013
5:30 - 8:00 PM

This program is sponsored by the Counseling & Wellness Center and the Office of Diversity & Equity

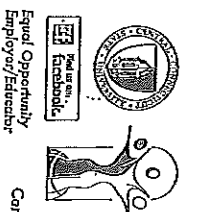
JUDY RICHARDSON

CIVIL RIGHTS ACTIVIST, FILMMAKER AND PRODUCER



RELEVANCE TO ISSUES WE FACE TODAY
THE MOVEMENT, ITS VALUES AND

WEDNESDAY, MARCH 13, 2013
10:50 AM GENERAL CONVENTION HALL
STUDENT CENTER ROOM 111



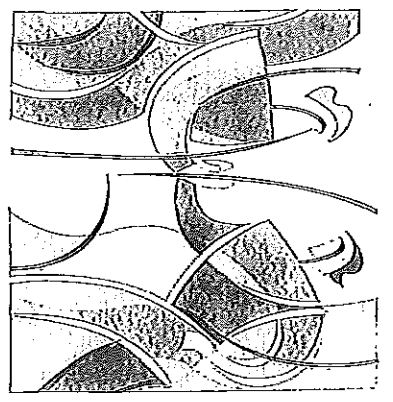
Cosponsors
 The Ruth Boyer Women's Center
 Office of Diversity and Equity
 Department of Student Affairs
 CCSU School of Business
 CCSU Sociology Department
 MOSIAC Center
 CCSU African Center
 Pre-Collegiate & Access Services
 Center for Public Policy & Social Research

She was a staff member of the Student Nonviolent Coordinating Committee (SNCC) in the early 1960s. In 1964 she moved with the national office to Greenwood, Mississippi, during "Freedom Summer." Ms. Richardson is co-producer of the Eyes on the Prize series and author of the recently released book *Hands on the Freedom Plough: Personal Accounts of Women in SNCC*. The civil rights activist is also the director of the documentary *Scared Justice: The Orangeburg Massacre 1968*. She has also appeared on "Nightline" (ABC-TV), "Nightwatch" (CBS-TV) and various other news shows in opposition to the image of the African American community and the Movement portrayed in such films as *Mississippi Burning*.

S.O.S. Saving Our Sons

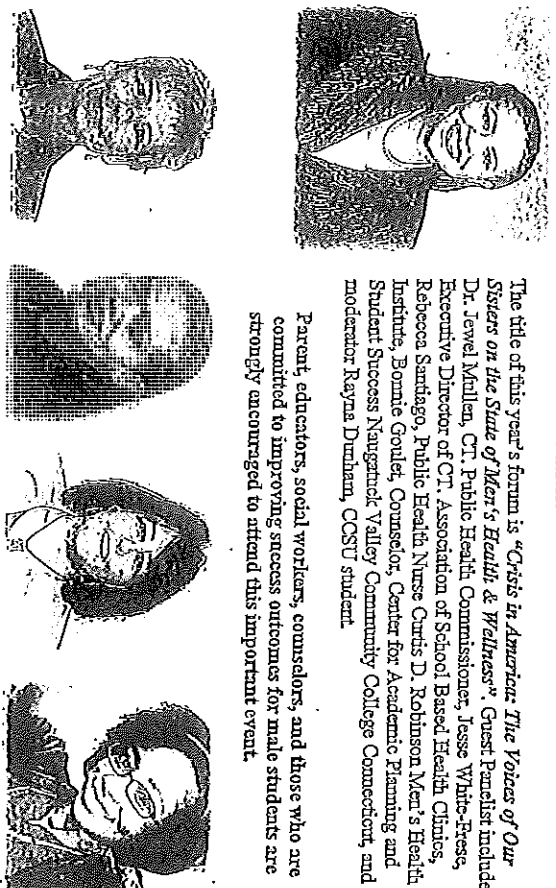
"Crisis in America: The Voices of Our Sisters on the State of Men's Health & Wellness"

Central Connecticut State University would like to formally invite you to attend our 3rd Annual Health/fellows: College Men's Health Forum. The Man Enough Support Initiative has organized this forum in response to health, education, and social challenge facing male students. The program will bring together prominent Connecticut women, parents, educators, and social service providers for an honest and candid discussion about the state of male student health and wellness.



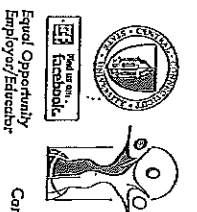
The title of this year's forum is *"Crisis in America: The Voices of Our Sisters on the State of Men's Health & Wellness"*. Guest Panelists include: Dr. Jewel Mallen, CT. Public Health Commissioner, Jesse White-Press, Executive Director of CT Association of School Based Health Clinics, Rebecca Santiago, Public Health Nurse Curtis D. Robinson Merit's Health Institute, Bonnie Goulet, Counselor, Center for Academic Planning and Student Success Naugatuck Valley Community College Connecticut, and moderator Rayna Dunham, CCSU student.

Parent, educators, social workers, counselors, and those who are committed to improving success outcomes for male students are strongly encouraged to attend this important event.



Central Connecticut State University
 Connecticut Room, Memorial Hall
 Wednesday, April 3, 2013
 5:30 - 8:00 PM
 For information (860) 332-1639

This program is sponsored by the Counseling & Wellness Center, Office of Admissions, and the Office of Diversity & Equity



Equal Opportunity Employer/ Educator

...with a whole mess of...

International Women's Day Film Festival

Student Center, Philbrick Camp
March 5, 2013

QUEST FOR HONOR 10:50AM

A searing and necessary documentary that investigates the still prevalent practice of honor killing in the Kurdistan region of northern Iraq. The alarming rise in the heinous act of men killing daughters, sisters and wives who threaten family honor, endangers tens of thousands of women in Iraq, Turkey, Jordan and adjoining countries. The Woman's Media Center of Sulaymaniyah, Iraq, has joined forces with Iraq's Kurdish Regional Government (KRG) to end this practice. The film follows Rumalk Farah, a former teacher and tireless activist, as she works with local lawmen, journalists and members of the KRG to solve the murder of a widowed young mother, protect the victim of a safe-house shooting, eradicate honor killing and redefine honor.

SAVING FACE 12:20PM

Winner of the Academy Award® for Best Documentary, this is a harshly realistic view of some incredibly strong and impressive women. Every year in Pakistan, many women are known to be victimized by brutal acid attacks, with numerous cases going unreported. With little or no access to reconstructive surgery, survivors are physically and emotionally scarred. Many reported assailants, typically a husband or someone else close to the victim, receive minimal punishment from the state. SAVING FACE also depicts a Pakistan that is changing - one where ordinary people can stand up and make a difference and where marginalized communities can seek justice.

AFRICA RISING 1:40PM

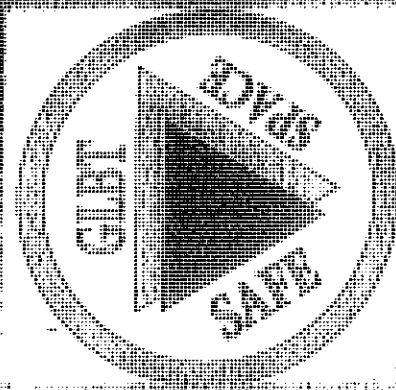
Every day, six thousand girls are subjected to female genital mutilation (FGM). With little more than force, determination and deep love for their communities, brave African activists are breaking the silence and leading a formidable and fearless grassroots movement to end five thousand years of this human rights violation. Traveling through remote villages in five African countries, this extraordinary film presents an insightful look at a quiet revolution taking the African continent by storm.



Co-sponsored by the
Center for International Education
Equal Opportunity Employer/Educator



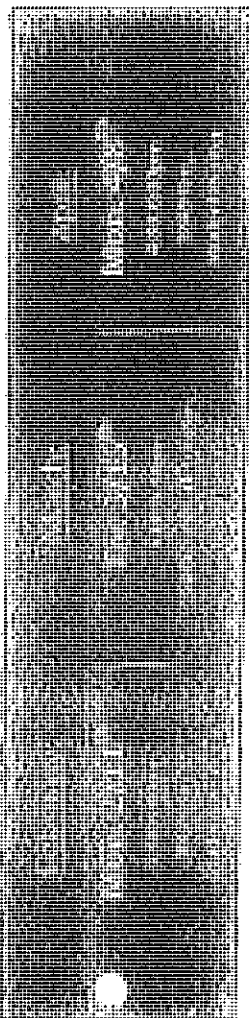
Join the CCSU Safe Zone Program!



ARE YOU AN ALLY?

Email: LGBT@ccsu.edu

To RSVP for a Spring training session





UNIVERSITY OF BUSINESS

Tutoring Lab

RVAG 438

The School of Business Tutoring Lab is here to assist students with their lower division Accounting, Economics and Finance classes. Tutors can assist with:

- ♦ One-to-One tutoring
- ♦ Specialized Clinics
- ♦ Study Group Facilitation
- ♦ Support and Encouragement

Come in with your study group or do your homework independently with the assurance that there is somebody available to assist if you need help.

What tutors CAN do:

- Help with AC 210, 211, 212; FIN 295; and ECON 200 and 201
- Reinforce class concepts (Examples: Supply and Demand, Financial Statements, etc.)
- GENERAL QUESTIONS about homework. Come prepared with your book so we can find a similar problem to work on from the book
- Go over in class assignments or assignments that are ALREADY GRADED.
- Assist you in making study plans.

What tutors CANNOT do:

- Help with most upper division classes. Please contact your course instructor if you are having difficulty in these classes.
- Help with online homework or take-home exams/quizzes.
- Specific questions from the homework
- Crash reviews before exams! These types of classes are very different from the classes you took in high school. They require skills that are developed through practice and understanding.



Visit our website for hours and information

www.ccsu.edu/business/tutoring

SAVE THE DATE

2013

10TH ANNUAL NEW ENGLAND LATINO STUDENT LEADERSHIP CONFERENCE

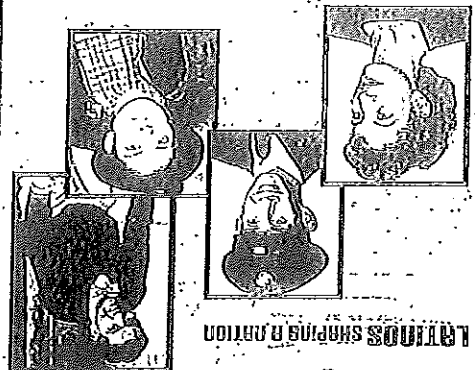
MARCH 18-21, 2013
A CONFERENCE TO CONNECT, INSPIRE AND STRENGTHEN LATINO STUDENT LEADERS.

FOR MORE INFORMATION CALL: 860-832-1619

CENTRAL CONNECTICUT STATE UNIVERSITY
1615 STANLEY ST, NEW BRITAIN, CT

Portraits of Coverage

LATINOS SHAPING NARRATION



DATE: Friday, March 1, 2013
 TIME: 7:15 - 9:00 PM (Doors open at 7:00 PM)
 PLACE: Welles Auditorium, CCSU, New Britain
 SPONSORED BY: Hispanic Center & Latin American/Latino Caribbean Center

Geography coverage to collect email for feedback: 857-832-1622 (j.fidellano@ccsu.edu) Presented by WIT & Company 323.651.0033 <http://www.witandcompany.com>

Now Accepting Nominations for the
 Women of Influence Award to be
 Presented at the Gala February 2014

Nominations will close on November 1


SAVE THE DATE

PLEASE JOIN US FOR:

*Women of Influence
 & Gala*

Saturday
 February 22, 2014
 6:30 - 11:00 p.m.
 Central Connecticut
 State University
 Alumni Hall

For More Information email: Dr. Carolyn Fallahi at fallahic@ccsu.edu
 phone: (860) 823-3114



If you know an influential woman that deserves recognition,
 please send us your nomination with a short paragraph
 describing her efforts. Please contact Dr. Carolyn Fallahi at
fallahic@ccsu.edu to submit nominations and/or
 (860) 823 - 3114 for additional information.

Recipients of the 2012 Award

- | | |
|----------------------|--------------------------|
| Ms. Carol Ammon | Ms. Linda Saganelli |
| Dr. Joanne DiPlacido | Dr. Merle W. Harris |
| Ms. Debra Goss | Dr. Marlene Ibsen |
| | Judge Carmen E. Espinosa |

THE OMEGRON CHAPTER OF
 KAPPA ALPHA DELTA
 LAMBDA ALPHA PI AT UPSILON CHAPTER RHO, INC.
 PRESENTS



WWW.LALCC.COM

PANELS IN HONOR OF A DECADE OF
 MINORITYES IN HIGHER EDUCATION
 MONDAY NOVEMBER 18
 SEMESTERS
 6:30 PM - 8:30 PM



CENTRAL CONNECTICUT STATE UNIVERSITY
SCHOOL OF GRADUATE STUDIES



Graduate Studies

OPEN HOUSE

FALL 2013

Thursday, September 19, 2013

10:00am - 2:00pm

Administrative Student Center

Information & Sign-up Tables

2013-2014 Graduate Catalog

2013-2014

Interested - Contact Us - 2013



TO WRITE LOVE ON HER ARMS

All proceeds go to: To Write Love on Her Arms!

7:00pm - 11:00pm

Wette Music Hall

Central Connecticut State University

Friday, October 18, 2013

Show up & Show out!!



Fee for Registration: \$20

Registration Deadline: October 11, 2013

The Lovely Ladies of Lambda Theta Phi Latin Sorority, Incorporated
The Interested Ladies of Lambda Theta Phi Latin Sorority, Incorporated

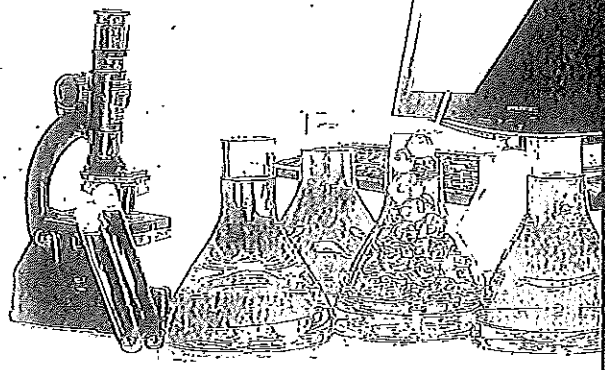


Girls & STEM

April 12, 2013

In collaboration with Connecticut Women's Education and Legal Fund, and the School of Engineering and Technology the Girls this' one-day Expo for young girls consisting of hands-on workshops and team-building exercises led by women in STEM careers.

For more information contact the Ruthie Boyea Women's Center.



TAKE BACK THE NIGHT MARCH 2013

Take Back the Night has inspired both women and men to confront a myriad of social ills, including rape, sexual violence, domestic violence, and violence against women. The unifying theme throughout these diverse topics is the assertion that all human beings have the right to be free from violence, the right to be heard, and the right to reclaim those rights if they are violated. This is an opportunity for victims and survivors to come together and share music, poetry and begin the road to healing.

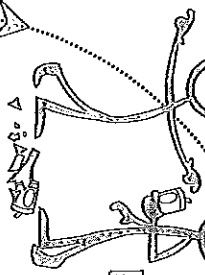
Come out and join us for this memorable event and come show your support for all those who have either been a victim or have been affected by sexual violence.



Tuesday,
April 16, 2013
6:30 p.m.
Semester's,
Student Center

WE ARE NOT ASHAMED.
Our VOICE has POWER.
POWER to CHANGE the WORLD.
POWER to CHANGE a CAMPUS.

BEER BEDROOM



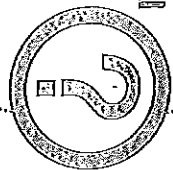
February 12, 2014

7-8:30 pm

Torp Theater

Davidson Hall

BAR



FOOTFEST

WHEN IT'S HOT AND WHEN IT'S NOT

FREE PRIZES!

For the first 75 attendees

Central Connecticut State University Student Government Association

Funded by Student Activity Fees



Approved by the State Commission on Higher Education and the State Board of Education. This event is held at the Torp Theater, Davidson Hall, Central Connecticut State University. All proceeds from this event will be used to fund student activities and programs. For more information, contact the Student Government Association at (860) 439-2222.

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**WELCOME TO CCSU! YOU ARE
SCHEDULED TO ATTEND . . .**

New Employee Orientation

- o Welcome from President Miller
- o Refreshments
- o Receive a welcome bag

Whether you've been at CCSU for a few weeks or several months, come learn why CCSU is a great place to work!

Various speakers on such topics as: CCSU's organizational structure; use of University facilities; the many services and conveniences available to employees; safety; security and parking; and professional development information.

**Please mark your
calendar:**

**WHERE: CONNECTICUT ROOM
MEMORIAL HALL, 1ST FLOOR**

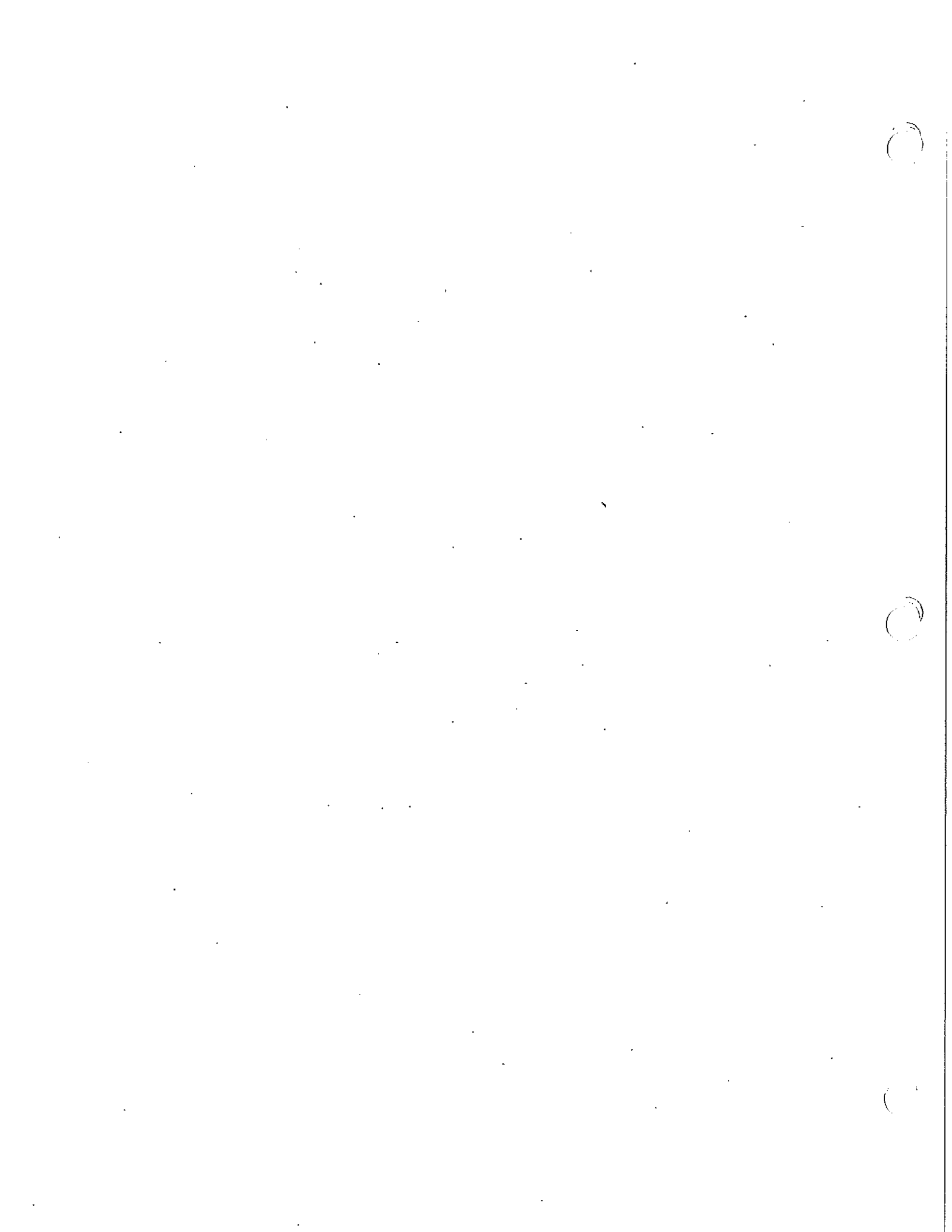
DATE: TUESDAY, OCTOBER 1, 2013

TIME: 9 A.M. TO 11 A.M.

**HOSTED BY THE
HUMAN RESOURCES
DEPARTMENT**

Every effort should be made to attend. However, if you are unable to attend, please contact Laurie Dunn at 20031 by 9/24/13

Laurie G. Dunn
University Human Resources Administrator
101 Davidson Hall
Central CT State University
1615 Stanley Street
New Britain, CT 06050-4010
Phone: 860.832.0031
Fax: 860.832.3197
Email: Dunn@ccsu.edu



D'Agostino, Nicholas (Diversity and Equity)

From: Dunn, Laurie (Human Resources)
Sent: Thursday, September 26, 2013 1:49 PM
To: Holyst, Trudy (Business Services); Bitetto, Frank M. (Financial Aid); Oyanadel, David G. (InfoTech); D'Agostino, Nicholas (Diversity and Equity); Sokolowski, Debra A. (GradStudies); Ptak, Nancy F. (Biomolecular Sciences); Rose-Zak, Sandra (Counseling Wellness); Sterling, Christa A. (EnrollCtr ContEd); Feller, Lauren (Registrar); Boudreau, John S. (FacMgt); Boudreau, Gerald C. (FacMgt); Corpus, Arnold T. (CCSU Police); Alfano, Michael P. (School of Education); Ducharme, Kelly (CCSU Police); Eberhardt, Mary (Chemistry); Malhas, Faris A. (Engineering and Technology); Rodríguez, Rafael (CCSU Police); Wark, Ryan (InfoTech); Quintana, Leilannie (ResLife); Tower, Chad B. (Marketing and Communications)
Cc: Casamento, Charlene (CFO); Bishop, Richard (Financial Aid); Kullgren, Amy (InfoTechServ); Rodriguez, Rosa (Diversity and Equity); Yousef, Carolyn (GradStudies); Mulrooney, James (Biomolecular Sciences); Pohl, Jonathan (Counseling Wellness); Lovitt, Carl (Academic Affairs); Tucker, Patrick (Registrar); Sacharko, Jeffrey (FacMgt); Cervoni, Chris (CCSU Police); Dercole, Edward (CCSU Police); Westcott, Barry (Chemistry); Dercole, Edward (CCSU Police); Valk, Chad (InfoTech); Baumann, Ryan (ResLife); McLaughlin, Mark (InstiAdv)
Subject: Reminder - NEW EMPLOYEE ORIENTATION - 10/1/13, 9 a.m.

To: New Employees

cc: Supervisors of New Employees

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**Executive Committee
Agenda
Tuesday, June 11, 2013
9:30 a.m.**

- | | |
|--|--------------|
| 1. SANS Security Training Program Demo | J. Estrada |
| 2. Network Security Update | J. Estrada |
| 3. Willard/DiLoreto Project | R. Bachoo |
| 4. Budget Update | C. Casamento |
| 5. Proposed Change in How People Receive Live Paychecks | C. Casamento |
| 6. Materials Sent Regarding Records Retention Correspondence | C. Casamento |
| 7. Litigation Update | C. Magnan |
| 8. Affirmative Action Plan – Executive Summary | R. Rodriguez |
| 9. As May Arise | |

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**Executive Committee
Agenda
Tuesday, September 10, 2013
9:30 a.m.**

- | | |
|---|--------------|
| 1. 2014 Legislative Development (E-mail from Kyle Thomas) | J. Miller |
| 2. Interim Positions and Permanent Searches | J. Miller |
| 3. Affirmative Action Plan | R. Rodriguez |
| 4. CIO Advisory Groups | J. Estrada |
| 5. Fall Orientation/Opening Weekend Update | L. Tordenti |
| 6. Enrollment | C. Lovitt |
| 7. As May Arise | |

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EXTERNAL COMMUNICATION

Section 46a-68-35

Central Connecticut State University shall put itself on public record that it is an Affirmative Action/Equal Employment Opportunity employer.

The University initiates and undertakes aggressive positive relationship-building to ensure that affirmative action is more than a paper commitment. Consistent with this effort:

The chief diversity officer, with support from other University officials, maintains on a continuing basis, a list of individuals, publications, groups, and organizations, and a list of regular recruiting services representing protected groups. The University's commitment to affirmative action and notices of job availability are sent regularly to these recruitment resources. All advertisements and position announcements contain a statement of the University's commitment to affirmative action.

All employment advertisements contain a reference to the University's commitment to affirmative action and a statement that the University is actively seeking members of underrepresented groups to diversify its workforce. No advertisements exclude people by gender or age, except in the case of a bonafide occupational qualification or need.

The chief diversity officer, in conjunction with other members of the University community, makes personal contacts with local, state and national recruitment sources. These efforts are designed to maintain frequent contact with protected class groups, organizations and resource agencies. New contacts are continually sought.

Employment advertising publication sources include media that target an underutilized class audience in the labor market areas most relevant for filling a vacant office position or position classification.

Notices dated July 2, 2013 that the University is an Affirmative Action/Equal Employment Opportunity employer was sent to all unions that represent the University's employees for collective bargaining purposes. Such notice contains an invitation to review and comment on CCSU's Affirmative Action Plan.

The chief financial officer and the chief administrative officer are responsible for overseeing contract compliance requirements covered by Conn. Gen. Stat. Sections 4a-60 and 4a-60a.

The University encourages and solicits the participation of minority business enterprises meeting qualifications established under Connecticut General Statute 4a-60g and 4a-61or 32-9e. All bidders, contractors, subcontractors and suppliers of materials and services to the University received notification of the University's Affirmative Action/Equal Employment Opportunity policy. The notice includes a statement that the University will not knowingly do business with any bidder, contractor, subcontractor or supplier of materials or found to be in violation of any state or federal anti-discrimination law. Further, the University does not knowingly do business with any bidder, contractor, subcontractor, or supplier of materials that discriminates against protected group members and promptly reports any behavior inconsistent with state or federal anti-discrimination law to the Commission on Human Rights and Responsibilities or other appropriate authorities for investigation. The University encourages bidders, contractors, subcontractors, and suppliers of goods and services to develop their own affirmative action plans.

The University engages in concerted agenda with the Department of Administrative Services, Permanent Commission on the Status of Women, Department of Labor (Job Service), Department of Economic Development or any other pertinent agency to coordinate and unify the implementation of the above activities, and to eliminate unnecessary duplication of effort and expense.

The University maintains the name and address of each organization, recruiting source, bidder, contractor, subcontractor, supplier of materials, publisher and union receiving notice of the agency policy, date of notice, and copies of all communication, statements, advertising and contract provisions with the above groups or individuals. Where the cooperation of another agency is essential to the implementation of activity undertaken pursuant to this section, the University shall keep record of each instance of contact with the agency whose cooperation is requested and the outcome thereof.

CONTRACT COMPLIANCE/SMALL BUSINESS SET-ASIDE ACTIVITIES

The chief diversity officer worked with the chief finance and chief administrative officers to ensure compliance with the Connecticut General Statute Section 46a-60, Contract Compliance.

In compliance with Section 46a-68-35, the University has consistently put itself on public record as being an affirmative action/equal opportunity employer.

Central Connecticut State University submitted its Small and Minority Business Set-Aside goals for fiscal year 2013-2014 to Department of Administrative Services (DAS) Business CONNections and the Commission on Human Rights and Opportunities (CHRO) in July 2013. The University received a notice October 13, 2013 which outlined its requests, the approved DAS goals, and an explanation of the course of action taken to establish the goals approved by DAS.

The University's Small Business Enterprise (SBE) and Minority Business Enterprise (MBE) goals for fiscal year 2013-2014 were \$1,025,432 and \$256,358 respectively. At the close of the third quarter of the fiscal year, the SBE expenditures totaled \$6,519,521.37 (approximately 635.78% of the established SBE set aside goal) and the MBE expenditures totaled \$1,576,657.81 (approximately 615.02% of the established MBE set aside goal) both of which exceed the goals set for the fiscal year 2013-2014.

During this reporting period, the purchasing manager continued to implement proactive measures designed to encourage SBE expenditures. These measures included reviewing the list of vendors to ensure that small businesses were properly identified as set-asides and letters were sent to companies making them aware of the set-aside program as well as encouraging them to become certified through the DAS Business CONNections. In addition, internal purchase-card (P-Card) users were encouraged to use small businesses when making purchases. Those purchases to small businesses were manually extracted from the University's P-Card expenditures.

All bidders, contractors, subcontractors and suppliers of goods to the University were notified of the University's policy that it would not do business with anyone who discriminates against protected class members.

The University sent invitation to bid notices to the DAS Business CONNections, which electronically distributes said bid notices to all minority businesses who are registered with Business CONNections. During this reporting period, invitations to bid notices were placed in the Hartford Courant, New Britain Herald, and New Haven Register, in addition to DAS Business CONNections and the CCSU Purchasing websites.

During this reporting period, the Purchasing Department maintained a web page at <http://www.finance.ccsu.edu/Purchasing/>, which listed all of the University's currently available bidding opportunities. In addition, it provided links to the DAS web page, where small vendors can find information regarding state procurement opportunities, assistance for set-aside contractors interested in securing state contracts, a complete description of the Set-Aside Program, and how to become certified. The web page also included the Purchasing Policies and Procedures Manual so that potential bidders could obtain information regarding the processes, procedures, and regulations associated with the acquisition of products and services for the University.

RECRUITMENT ACTIVITIES DURING THIS REPORTING PERIOD

The University utilized search committees to fill all unclassified vacancies. Each search committee was required to develop a search plan designed to reach a broad and diverse pool of potential applicants. Further, the search committee was instructed by the chief diversity officer to make every effort to recruit underutilized and underrepresented applicants. Those efforts included aggressive advertising, sending letters with the position description to appropriate institutions, including those that have significant populations of minorities, recruiting potential minority applicants through professional organizations and at professional meetings, and networking with individuals who are likely to have contact with underutilized members. In addition, the Office of Diversity and Equity established personal relationships with colleges and universities with doctoral degree programs, including historically black colleges and universities, Hispanic –granting institutions as well as institutions awarding doctoral degrees to significant numbers of minority students, designed to increase the diversity of applicant pools.

The Chief Diversity Officer advised executive, faculty, and administrative search committees to extend searches and re-examine recruitment methods. The search committees were able to expand recruitment to enhance demographics of the applicant pool with the approval of the Chief Diversity Officer. A search may be extended or canceled if a diverse pool of applicants is not identified.

Faculty and administrative employment opportunities were advertised locally as well as nationally in order to attract large and diverse pools of applicants. Advertisements were placed in local newspapers, such as the Hartford Courant, New Britain Herald, etc. To reduce advertisement costs the University is purchasing annual subscriptions to the following: *HigherEd.jobs.com*; *Diverse*; and *Hispanic Outlook*. This allows the university to post unlimited advertisements for its positions.

Vacancies in classified occupational categories, not subject to competitive exam or where there were no certification lists were posted within the University. In addition, notices of the vacancies were sent to other CSU universities, state agencies, local and regional newspapers, the State of Connecticut Job Service, the DAS website, all unions representing qualified staff, and a number of community agencies representing protected groups.

The University posted notice of all vacancies in their respective occupational category on its web page at <http://www.ccsu.edu/HumanResources/jobs.html>.

The Office of Diversity and Equity posted employment opportunity announcements from the University, other CSU universities, State agencies, local municipalities, and private sector employers on bulletin boards adjacent to its office. Copies of these announcements as well as other equal employment opportunity information were provided upon request.

Continuous contact was made with recruiting sources and organizations capable of recruiting underutilized group members for employment. The list of recruiting sources was annually updated. Members of the University met with officials from community, social and religious organizations to discuss community building, which included recruitment for employment opportunities.

To continue to enhance the recruitment program, the Office of Diversity & Equity and Human Resources work with the SUOAF/AFSCME Minority Recruitment and Mentoring Committee (MRMC) and AAUP Minority Recruitment and Retention Committee (MRRC) to develop strategies to attract a diversified pool of applicants for employment.

The AAUP (Faculty) MRRC is charged with the responsibility of assisting search committees to recruit members of minorities and other protected groups; to assist the University in retaining such members; and to engage in such other actions as will effectuate the above purposes. Last year the University

awarded \$12,407.66 to two males and two female recipients in the following disciplines: Economics, English, Communication, Counseling and Family Therapy, Counseling & Wellness Center and Teacher Education.

The **SUOAF/AFSCME MPMC** (Professional Non-Faculty) is charged with the responsibility for identifying and recommending qualified minority candidates to search committees after the promotional process has been followed. The committee ensures that mentoring arrangements are available for newly appointed minority employees. The mentors are charged with responsibility for enhancing the professional development of minority employees during the first 1-6 years of their appointments and during the first three years in a new position or reassignment. The program eligibility was changed from three to six years and it also now includes employees who are promoted to a higher level position. During the reporting period 13 members attended an MPMC Mentoring Luncheon, a minority candidate was sponsored to come to an on-campus interview, and six members of color were funded to participate in professional development activities.

The following publications and organizations are representative of those used for the publication of classified advertisements, notices posted on web pages, and distribution of employment opportunity announcements:

1. Career Builder-www.careerbuilder.com
2. www.swe.com
3. DAS
4. <http://mathjobs.org>
5. Chronicle of Higher Education
6. AACN Website
7. Highered.com
8. Networking
9. Hispanic Outlook
10. Conference Attendance Distribution
11. Diversejobs.net
12. Email to nursing graduate programs
13. Mechanical Engineering Magazine
14. Hispanic Outlook in higher education
15. <http://engineering.academickeys.com>
16. Hartford Curreant
17. Journal of Higher Ed
18. Linkedin
19. ASEE List serve
20. DAS website
21. Diverse
22. MLA Job offering list
23. <http://eims.ams.org>
24. CCSU Website
25. CSCE (Connecticut Society of Civil Engineering)
26. Connecticut Library Association, Connecticut Library Consortium
27. Latinos in Higher Education
28. Simmons College
29. Higheredjobs.com
30. American Accounting Association
31. American Counseling Association
32. Financial Management Association
33. Science
34. Academy of Management
35. <http://acsm.heathjobsplus.com>
36. Association for Information Systems
37. AAHPERD Career Link
38. Department of Administrative Services
39. American Psychological Association (www.apa.org)
40. International Personal Managers Association CT Chapter
41. Phil Jobs/Jobs for Philosophers
42. Educause
43. American Anthropological Association (www.aaanet.com)
44. Connecticut Distance Learning Consortium-CTDLC email distribution
45. Jobs.com
46. College Health listserv
47. SIGG CCSU Listserv
48. Share it with CT Chapter, IPMA-HR
49. Association of Black Psychologists (www.abpsi.org)
50. Association of Psychological Science (www.psychologicalscience.org)
51. FYE listserv
52. USLacross.org

53. Association for Journalism and Mass Communication AEJMC (Aejmc.com)
55. Broadcast Education Association BEA (beaweb.org)
57. Connecticut Counseling Association (CCA) news letter
59. NASPA Conference
61. National Society of Black Physicists
63. Area Division J. Post-Secondary Institution Listserv
65. National Association of Student Personal Administration
67. American Education Research Association, Division I Administration
69. Connecticut Association of Latinos of Higher Education
71. Psychotherapy Network magazine
73. Connecticut Association of Public School Superintendents CAPSS
75. American Educational Research Association Social Justice SIG and LGBT SIG
77. Communication of ACM
79. SIGCSE mailing list
81. Chemical and Engineering News
83. Listserv messages to Connecticut Valley American Chemical Society
85. Targeted emails to colleagues at PhD granting institution Engineering technology listserv
87. Monster-www.monster.com
89. <http://nsbe.org>
54. National Latina/o Psychological Association (www.nlpa.ws)
56. Connecticut Association of Educational Opportunity Programs
58. National College Learning Center Association Conference
60. Annual student success conference
62. Connecticut Counseling Association (CCA)
64. Connecticut School Counselors Association (CSCA)
66. American School Counselors Association (ASCA)
68. Advance Listserv for advancement professional's nation wide
70. AIAA,ASME,ASEE, IEEE conferences, SE&T website
72. ATMAE Listserv, ISA Listserv ETD Listserv
74. American Association for marriage and Family therapy website
76. Connecticut Association of Schools (CT Principals)
78. Writing Program Administration Listserv
80. WPA Job Board
82. Council on Basic Writing Listserv
84. Area Division A Administration Organization and Leadership
86. Mailing to all intuitional advancement department heads in CR colleges and university
88. ASME-Hartford new letter
90. American Society of Criminology

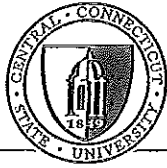
Members of the Office of Diversity and Equity staff attended and/or addressed various conferences, training seminars and workshops, outside of CCSU, such as:

- Gehring Academy – Four-Day Student Conduct Investigation Training (August 2013)
- Annual True Colors Conference (March 2014)
- Affirmative Action Association Annual Conference (May 2013)
- New Britain NAACP Annual Conference
- AAUW Annual Conference

The CDO or the associate attend regularly scheduled meetings of both the Connecticut Association of Diversity and Equity Professionals and the CSU Diversity and Equity Officers group as meetings are scheduled.

DIVERSITY & EQUITY

CCSU



Central Connecticut State University

July 2, 2013

Mr. Sal Luciano
Executive Director
AFSCME, CT Council 4
444 East Main Street
New Britain, CT 06051

The State of Connecticut through all of its agencies is engaged in a vigorous Affirmative Action program which includes notifying unions of the Agency's Affirmative Action commitment.

Please know we are an Affirmative Action Employer.

As an agency of the State, Central Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action/Equal Opportunity Employer. You are welcome to examine our Affirmative Action Plan at any time. We will be happy to make it available on request, or you can review a copy in CCSU's Office of Diversity and Equity, located at 1615 Stanley Street, Room 102, New Britain, CT, at any time between the hours of 8:00.a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might volunteer concerning how we might be more successful in achieving Affirmative Action goals.

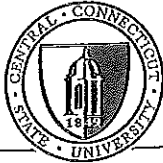
Sincerely,

Rosa Rodriguez
Chief Diversity Officer

cc: President Miller

DIVERSITY & EQUITY

CCSU



Central Connecticut State University

July 2, 2013

Mrs. Lalla A. Mandour
Administrative Residual
A & R Local 4200
805 Brook Street
Rocky Hill, CT 06067

Dear Ms. Mandour:

The State of Connecticut through all of its agencies is engaged in a vigorous Affirmative Action program which includes notifying unions of the Agency's Affirmative Action commitment.

Please know we are an Affirmative Action Employer.

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Sincerely,

A handwritten signature in black ink, appearing to read 'Rosa Rodriguez', with a long, sweeping underline that extends to the right.

Rosa Rodriguez
Chief Diversity Officer

cc: President Miller

DIVERSITY & EQUITY

CCSU



Central Connecticut State University

July 2, 2013

Glenn Terlecki, President
Protective Services Employees Coalition
50 Columbus Blvd.
Hartford, CT 06106

Dear Mr. Terlecki:

The State of Connecticut through all of its agencies is engaged in a vigorous Affirmative Action program which includes notifying unions of the Agency's Affirmative Action commitment.

Please know we are an Affirmative Action Employer.

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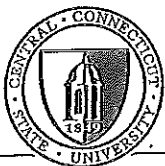
A handwritten signature in black ink, appearing to read "Rosa Rodriguez".

Rosa Rodriguez
Chief Diversity Officer

cc: President Miller

DIVERSITY & EQUITY

CCSU



Central Connecticut State University

July 2, 2013

Mr. Ron McLellan, President
Connecticut Employees Union "Independent"
P.O. Box 1268
Middletown, CT 06457

Dear Mr. McLellan:

The State of Connecticut through all of its agencies is engaged in a vigorous Affirmative Action program which includes notifying unions of the Agency's Affirmative Action commitment.

Please know we are an Affirmative Action Employer.

As an agency of the State, Central Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action/Equal Opportunity Employer. You are welcome to examine our Affirmative Action Plan at any time. We will be happy to make it available on request, or you can review a copy in CCSU's Office of Diversity and Equity, located at 1615 Stanley Street, Room 102, New Britain, CT, at any time between the hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might volunteer concerning how we might be more successful in achieving Affirmative Action goals.

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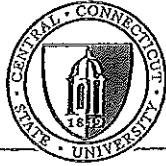
A handwritten signature in black ink, appearing to read "Rosa Rodriguez".

Rosa Rodriguez
Chief Diversity Officer

cc: President Miller

DIVERSITY & EQUITY

CCSU



Central Connecticut State University

July 2, 2013

Mr. James LoMonaco, President
SUOAF-AFSCME
Eastern Connecticut State University
Willimantic, CT 06226

Dear Mr. LoMonaco:

The State of Connecticut through all of its agencies is engaged in a vigorous Affirmative Action program which includes notifying unions of the Agency's Affirmative Action commitment.

Please know we are an Affirmative Action Employer.

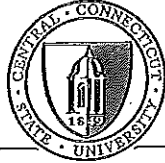
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Sincerely,

A handwritten signature in black ink, appearing to read "Rosa Rodriguez", with a long, sweeping underline that extends to the right.

Rosa Rodriguez
Chief Diversity Officer

cc: President Miller



Central Connecticut State University

July 2, 2013

Mr. Vijay Nair, CSU-AAUP President
AAUP Office
Marcus White 310
Central Connecticut State University
New Britain, CT 06050

Dear Mr. Nair:

The State of Connecticut through all of its agencies is engaged in a vigorous Affirmative Action program which includes notifying unions of the Agency's Affirmative Action commitment.

Please know we are an Affirmative Action Employer.

As an agency of the State, Central Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action/Equal Opportunity Employer. You are welcome to examine our Affirmative Action Plan at any time. We will be happy to make it available on request, or you can review a copy in CCSU's Office of Diversity and Equity, located at 1615 Stanley Street, Room 102, New Britain, CT, at any time between the hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might volunteer concerning how we might be more successful in achieving Affirmative Action goals.

Sincerely,

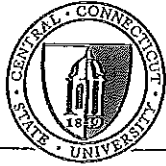
A handwritten signature in black ink, appearing to read "Rosa Rodriguez".

Rosa Rodriguez
Chief Diversity Officer

cc: President Miller

DIVERSITY & EQUITY

CCSU



Central Connecticut State University

July 2, 2013

Mr. Robert Rinker, Executive Director
Connecticut State Employees Association
760 Capitol Avenue
Hartford, CT 06106

Dear Mr. O'Brien:

The State of Connecticut through all of its agencies is engaged in a vigorous Affirmative Action program which includes notifying unions of the Agency's Affirmative Action commitment.

Please know we are an Affirmative Action Employer.

As an agency of the State, Central Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action/Equal Opportunity Employer. You are welcome to examine our Affirmative Action Plan at any time. We will be happy to make it available on request, or you can review a copy in CCSU's Office of Diversity and Equity, located at 1615 Stanley Street, Room 102, New Britain, CT, at any time between the hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might volunteer concerning how we might be more successful in achieving Affirmative Action goals.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rosa Rodriguez', written over a horizontal line.

Rosa Rodriguez
Chief Diversity Officer

cc: President Miller
Patrice Peterson

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(2)

(3)

Print Page

STUDENT WELLNESS SERVICES: PSYCHIATRIC NURSE PRACTITIONER [#C14-008]Central Connecticut State University
Description

Central Connecticut State University's Student Wellness Service invites applications for a Psychiatric Nurse Practitioner. Student Wellness Services provides integrated care to our students, including medical and mental health services, wellness education, and community outreach.

The successful candidate, as part of our mental health team, will provide appropriate psychiatric assessment, treatment, counseling, and on-going management within the scope of his/her license and training. The Nurse Practitioner may also consult with other departments and community partners that have contact with students who have mental health diagnoses and/or are taking psychotropic medications, as well as providing case management of clients of Student Wellness Services as requested. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

For full consideration, applications must be received by September 30, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Location	New Britain, CT
Employment Type	Full Time
Job Type	Health Care
Education	Graduate Degree
Experience	At least 3 year(s)
Manages Others	Not Specified
Industry	Education - Teaching - Administration
Required Travel	Not Specified
Job ID	G14-008

CareerBuilder Tip:

For your privacy and protection, when applying to a job online, never give your social security number to a prospective employer, provide credit card or bank account information, or perform any sort of monetary transaction. Learn more.

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CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Job Requirements**Required Qualifications:**

- Master's degree;
- Three years professional mental health/nursing experience;
- Possession of a current/unrestricted license as both an APRN/RN to practice in the State of Connecticut;
- Formal training in providing group and individual counseling;
- Evidence of completion of a nurse practitioner program from an accredited educational institution with a concentration in psychiatric-mental health or equivalent field;
- Certification by an appropriate national accrediting body (e.g., the American Nurses Credentialing Center (ANCC)) as a nurse practitioner prior to employment;
- Current, unrestricted Controlled Substance Registration by both the State of Connecticut and Federal DEA;
- Current CPR/AED certification; and,
- Excellent oral, written and interpersonal skills.

Job Snapshot

Post Date 8/10/2013

HigherEdJobs

STUDENT WELLNESS SERVICES: PSYCHIATRIC NURSE PRACTITIONER [#C14-008]

Institution: [Central Connecticut State University](#)
 Location: [New Britain, CT](#)
 Category: [Admin - Health and Medical Services](#)
 Posted: 08/10/2013
 Application Due: 09/30/2013
 Type: Full Time

More Information on Central Connecticut State University

[Institutional Profile](#)
[Current openings for Central Connecticut State University on HigherEdJobs.](#)
[CCSU Home Page](#)
[CCSU Job Posting webpage](#)
[State of CT webpage](#)

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Central Connecticut State University's Student Wellness Service invites applications for a Psychiatric Nurse Practitioner. Student Wellness Services provides integrated care to our students, including medical and mental health services, wellness education, and community outreach.

The successful candidate, as part of our mental health team, will provide appropriate psychiatric assessment, treatment, counseling, and on-going management within the scope of his/her license and training. The Nurse Practitioner may also consult with other departments and community partners that have contact with students who have mental health diagnoses and/or are taking psychotropic medications, as well as providing case management of clients of Student Wellness Services as requested. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

**Required Qualifications:**

- Master's degree;
- Three years professional mental health/nursing experience;
- Possession of a current/unrestricted license as both an APRN/RN to practice in the State of Connecticut;
- Formal training in providing group and individual counseling;
- Evidence of completion of a nurse practitioner program from an accredited educational institution with a concentration in psychiatric-mental health or equivalent field;
- Certification by an appropriate national accrediting body (e.g., the American Nurses Credentialing Center (ANCC)) as a nurse practitioner prior to employment;
- Current, unrestricted Controlled Substance Registration by both the State of Connecticut and Federal DEA;
- Current CPR/AED certification; and,
- Excellent oral, written and interpersonal skills.

For full consideration, applications must be received by September 30, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: [Jan Tackiel](#)
 Student Affairs
 Central Connecticut State University
 Online App. Form: <http://www.ccsu.edu/jobs>

THE CHRONICLE OF HIGHER EDUCATION Jobs

Back

STUDENT WELLNESS SERVICES: PSYCHIATRIC NURSE PRACTITIONER [#C14-008]

Institution: Central Connecticut State University

Posted: September 19, 2013

Location: Connecticut

Employment Level: Administrative

Website: <http://www.ccsu.edu/jobs>

Application Deadline: September 30, 2013

Category: Health services

Employment Status: Full-time

Salary: Not specified

Central Connecticut State University's Student Wellness Service invites applications for a *Psychiatric Nurse Practitioner*. Student Wellness Services provides integrated care to our students, including medical and mental health services, wellness education, and community outreach.

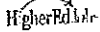
The successful candidate, as part of our mental health team, will provide appropriate psychiatric assessment, treatment, counseling, and on-going management within the scope of his/her license and training. The Nurse Practitioner may also consult with other departments and community partners that have contact with students who have mental health diagnoses and/or are taking psychotropic medications, as well as providing case management of clients of Student Wellness Services as requested. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Masters degree;
- Three years professional mental health/nursing experience;
- Possession of a current/unrestricted license as both an APRN/RN to practice in the State of Connecticut;
- Formal training in providing group and individual counseling;
- Evidence of completion of a nurse practitioner program from an accredited educational institution with a concentration in psychiatric-mental health or equivalent field;
- Certification by an appropriate national accrediting body (e.g., the American Nurses Credentialing Center (ANCC) as a nurse practitioner prior to employment;
- Current, unrestricted Controlled Substance Registration by both the State of Connecticut and Federal DEA;
- Current CPR/AED certification; and,
- Excellent oral, written and interpersonal skills.

For full consideration, applications must be received by September 30, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

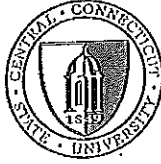
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Information Technology: Director of Technical Services [#C13-064]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Computing - Management/Director
Posted: 03/07/2013
Application Due: 04/04/2013
Type: Full Time
Salary: \$73,096 to \$111,389 USD Per Year

Central Connecticut State University's Information Technology department invites applications for a full-time Director of Technical Services. The successful candidate will lead the Technical Services team, provide excellent communication and customer service to all University technology users, and interface with senior management, CCSU System Office, auditors, as well as the other IT Directors. Candidates are expected to be committed to multiculturalism and working with a diverse student body.



Required Qualifications: Bachelor's Degree in computer science, information systems or related field; six years' experience in information technology systems; experience with network application and network firewalls; experience with disaster recovery planning and technologies; demonstrated experiences with providing exemplary customer services and fostering strong relationships with the campus community; knowledge of Active Directory, MS Exchange and LDAP technologies; experience with wireless networks, storage area networks; experience with change management; and, experience leading and supervising a team.

Preferred Qualifications: Master's Degree; experience with project planning; experience supporting server technologies in VM Ware, Linux, Apple and Windows Operating Systems; experience developing IT-related policies (e.g., security, storage, etc.); and, experience overseeing security programs and protocols.

For full consideration, applications must be received by April 4, 2013. Salary range is \$73,096-\$111,389 and is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Amy Kullgren
 Search Committee Chair
 Central Connecticut State University
Online App. Form: <http://www.ccsu.edu/jobs>

More Information on Central Connecticut State University

[Institutional Profile](#)
[Current openings](#) for Central Connecticut State University on HigherEdJobs.

www.ccsu.edu/jobs/search/details.cfm?Inhcode=175727900&aID... 3/12/2013

IT: Director of Technical Serv [#C13-064]

INFORMATION TECHNOLOGY: DIRECTOR OF TECHNICAL SERVICES [#C13-064]

Central Connecticut State University's Information Technology department invites applications for a full-time Director of Technical Services. The successful candidate will lead the Technical Services team, provide excellent communication and customer service to all University technology users, and interface with senior management, CCSU System Office, auditors, as well as the other IT Directors. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications: Bachelor's Degree in computer science, information systems or related field; six years' experience in information technology systems; experience with network application and network firewalls; experience with disaster recovery planning and technologies; demonstrated experiences with providing exemplary customer services and fostering strong relationships with the campus community; knowledge of Active Directory, MS Exchange and LDAP technologies; experience with wireless networks, storage area networks; experience with change management; and, experience leading and supervising a team.

Preferred Qualifications: Master's Degree; experience with project planning; experience supporting server technologies in VM Ware, Linux, Apple and Windows Operating Systems; experience developing IT-related policies (e.g., security, storage, etc.); and, experience overseeing security programs and protocols.

For full consideration, applications must be received by April 4, 2013. Salary range is \$73,096-\$111,389 and is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Central Connecticut State University	Job Type: Regular
Location: New Britain, CT 06250	Job Schedule: Full-Time
Document ID: A7024-0337	Posted on: 03/07/2013



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INFORMATION TECHNOLOGY: DIRECTOR OF TECHNICAL SERVICES [#C13-064] (POSTED 03/07/2013)

Central Connecticut State University

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Description: Central Connecticut State University's Information Technology department is seeking applications for a Director of Technical Services. The successful candidate will lead the Technical Services team, provide excellent communication and customer service to all University technology users, and interface with senior management, CCSU System Office, auditors, as well as the other IT Directors. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Preferred Qualifications: Bachelor's Degree in computer science, information systems or related field; six years' experience in information technology systems; experience with network application and network firewalls; experience with disaster recovery planning and technologies; demonstrated experiences with providing exemplary customer services and fostering strong relationships with the campus community; knowledge of Active Directory, MS Exchange and LDAP technologies; experience with wireless networks, storage area networks; experience with change management; and, experience leading and supervising a team.

Preferred Qualifications: Master's Degree; experience with project planning; experience supporting server technologies in VM Ware, Linux, Apple and Windows Operating Systems; experience developing IT-related policies (e.g., security, storage, etc.); and, experience overseeing security programs and protocols.

For full consideration, applications must be received by April 4, 2013. Salary range is \$73,096-\$111,389 and is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

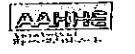
Contact: Central Connecticut State University

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Central Connecticut State University

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ATHLETICS COMMUNICATIONS TRAINEE [#C13-066]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Public Relations, Marketing and Communications
Posted: 02/22/2013
Application Due: 03/04/2013
Type: Full Time
Salary: \$31,327 to \$57,840 USD Per Year

Central Connecticut State University's Athletics Department invites applications for a full-time Athletics Communication Trainee.

Required Qualifications: Bachelor's degree; one year of work experience in sports information; demonstrated ability to communicate effectively both orally and in writing.

Preferred Qualifications: Master's Degree in Communication, Public Relations or Organizational Communication; two years of experience in Division I Intercollegiate Athletics as a student athlete or Graduate Assistant; experience in video editing, streaming and other multi-media aspects of Intercollegiate Sports Information; and, demonstrated understanding of NCAA rules compliance.

For full consideration, applications must be received by March 4, 2013. To begin the application process, go to www.ccsu.edu/jobs.



Application Information

Contact: Michael Ansara
 Athletics
 Central Connecticut State University
Online App. Form: <http://www.ccsu.edu/jobs>

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JOB POSTING

Central Connecticut State University
JOB OPPORTUNITY
ATHLETICS COMMUNICATIONS TRAINEE
DEPARTMENT OF INTERCOLLEGIATE ATHLETICS

PLEASE FOLLOW THE SPECIFIC APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: The Public
Location: Central Connecticut State University
Job Posting No: #013-068
Hours: 40 hrs/week
Salary: \$15,000-\$15,287
Closing Date: March 4, 2013

Central Connecticut State University's Athletics Department invites applications for a full-time Athletics Communications Trainee.

Required Qualifications: Bachelor's degree one year of work experience in sports information; demonstrated ability to communicate effectively both orally and in writing.

Preferred Qualifications: Master's Degree in Communication, Public Relations or Organizational Communication; two years of experience in Division I Intercollegiate Athletics as a student athlete or Graduate Assistant; experience in video editing, streaming and other multimedia aspects of Intercollegiate Sports Information; and, demonstrated understanding of NCAA rules compliance.

For full consideration, applications must be received by March 4, 2013. To begin the application process, go to www.ccsu.edu/athletics.

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ATHLETICS COMMUNICATIONS TRAINEE [6013-068]
(POSTED 02/22/2013)

Central Connecticut State University

Description
Central Connecticut State University's Athletics Department invites applications for a full-time Athletics Communications Trainee.

Required Qualifications: Bachelor's degree one year of work experience in sports information; demonstrated ability to communicate effectively both orally and in writing.

Preferred Qualifications: Master's Degree in Communication, Public Relations or Organizational Communication; two years of experience in Division I Intercollegiate Athletics as a student athlete or Graduate Assistant; experience in video editing, streaming and other multimedia aspects of Intercollegiate Sports Information; and, demonstrated understanding of NCAA rules compliance.

For full consideration, applications must be received by March 4, 2013. To begin the application process, go to www.ccsu.edu/athletics.

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Contact:
Central Connecticut State University

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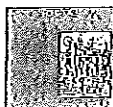
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DIGITAL RESOURCES LIBRARIAN [6013-067]
(POSTED 03/20/2013)

Central Connecticut State University

Description
DIGITAL RESOURCES LIBRARIAN [6013-067]

The Elinor Smith Library at Central Connecticut State University invites innovative and energetic applicants to fill a full-time tenure-track librarian position that will serve on the Library's Information Systems & Resources team.

Required Qualifications: American Library Association accredited Master's degree in Library Science or equivalent; experience relevant to digital resources management in an academic library; demonstrated knowledge and understanding of library digital technology and collecting; demonstrated experience and knowledge of emerging technology such as mobile applications and cloud computing; excellent communication, collaboration, and problem solving skills; and, commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications: Experience with Innovative Interfaces Integrated Library System, including its Electronic Resources Management module; demonstrated commitment to positive user experience; experience with E-Reads, E-Books, E-Text, and other e-resources; and, experience with discovery layer technologies.

For full consideration, applications must be received by April 11, 2013. For more information and to begin the application process, go to our website: www.ccsu.edu/athletics.

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Contact:
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Digital Resources Librarian [6013-067]

The Elinor Smith Library at Central Connecticut State University invites innovative and energetic applicants to fill a full-time tenure-track librarian position that will serve on the Library's Information Systems & Resources team.

Required Qualifications: American Library Association accredited Master's degree in Library Science or equivalent; experience relevant to digital resources management in an academic library; demonstrated knowledge and understanding of library digital technology and collecting; demonstrated experience and knowledge of emerging technology such as mobile applications and cloud computing; excellent communication, collaboration, and problem solving skills; and, commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications: Experience with Innovative Interfaces Integrated Library System, including its Electronic Resources Management module; demonstrated commitment to positive user experience; experience with E-Reads, E-Books, E-Text, and other e-resources; and, experience with discovery layer technologies.

For full consideration, applications must be received by April 22, 2013. For more information and to begin the application process, go to our website: www.ccsu.edu/athletics.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Contact:
Central Connecticut State University

Job Type: Regular

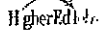
Job Schedule: Full-time

Location: New Britain, CT 06060

Posted on: 03/20/2013

Document ID: A7113-0117

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DIGITAL RESOURCES LIBRARIAN [#C13-067]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Librarians
Posted: 03/20/2013
Application Due: 04/22/2013
Type: Full Time
Salary: \$57,618 to \$87,687 USD Per Year

DIGITAL RESOURCES LIBRARIAN [#C13-067]

The Elihu Burritt Library at Central Connecticut State University invites innovative and energetic applicants to fill a full-time tenure-track librarian position that will serve on the Library's Information Systems & Resources team.

Required Qualifications: American Library Association accredited Master's degree in Library Science or equivalent; experience relevant to digital resources management in an academic library; demonstrated knowledge and understanding of library digital technology and collections; demonstrated experience and knowledge of emerging technologies such as mobile applications and cloud computing; excellent communication, collaboration, and problem solving skills; and, commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications: Experience with Innovative Interfaces Integrated Library System, including its Electronic Resources Management module; demonstrated commitment to positive user experience; experience with Ex Libris SFX link resolver and A-Z list administration; and, experience with discovery layer technologies.

For full consideration, applications must be received by April 22, 2013. For more information and to begin the application process, go to our website: www.ccsu.edu/jobs.

Application Information

Contact: Theresa Mastrogiovanni
Burritt Library
Central Connecticut State University
Online App. Form: http://www.ccsu.edu/jobs

More Information on Central Connecticut State University

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www.higheredjobs.com/search/details.cfm?Jobcode=175732172&aID... 3/21/2013

MARKETING & COMMUNICATIONS: ASSISTANT MANAGER OF I... Page 1 of 2



MARKETING & COMMUNICATIONS: ASSISTANT MANAGER OF INTERNET SERVICES [#C13-069]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Computing - Web Development
Posted: 04/04/2013
Application Due: 04/19/2013
Type: Full Time
Salary: \$56,388 to \$90,009 USD Per Year

Central Connecticut State University invites applications for a full-time, assistant manager of Internet services in the Office of Marketing & Communications. The successful candidate will develop and maintain the University's website.

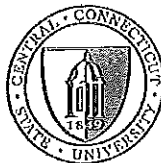
Required Qualifications:
- Bachelor's degree in Communication, Computer Science, Management Information Systems or equivalent.
- Three years' recent experience in the design, development and management of web pages.
- Demonstrated ability to design, develop and maintain web pages.
- Working knowledge of digital video capture and editing using NLE software, digital still cameras, and video encoding.
- Strong technical knowledge of HTML and current web editing/authoring and photo editing software, particularly MS ExpressionWeb, Adobe DreamWeaver & Adobe Photoshop.
- Thorough understanding of Mobile Web Design Standards and internet browser compatibility.
- Advanced knowledge and demonstrated experience with CSS, JavaScript, JQuery, and ActionScript 2.0.
- Excellent instructional, communication, management and organizational skills and demonstrated ability to work collaboratively.
- Ability to work in high volume, fast-paced and demanding environment.

Preferred Qualifications:
- Master's Degree
- Experience with Finalsite Content Management System, PHP/MySQL, Google Analytics, and L-based e-learning solutions.

Application & Appointment: For full consideration, applications must be received by April 19, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Derek Pierce
Marketing & Communications
Central Connecticut State University
Online App. Form: http://www.ccsu.edu/jobs



THE CHRONICLE of Higher Education

Jobs
Post # 001 DIGITAL RESOURCES LIBRARIAN [#C13-067]

Institution: Central Connecticut State University
Posted: March 21, 2013
Location: Connecticut
Employment Level: Tenured, tenure track
Website: http://www.ccsu.edu/jobs
Application Deadline: Apr 22, 2013
Category: Library Information Sciences
Employment Status: Full-time
Salary: Not specified

The Elihu Burritt Library at Central Connecticut State University invites innovative and energetic applicants to fill a full-time tenure-track librarian position that will serve on the Library's Information Systems & Resources team.

Required Qualifications: American Library Association accredited Masters degree in Library Science or equivalent; experience relevant to digital resources management in an academic library; demonstrated knowledge and understanding of library digital technology and collections; demonstrated experience and knowledge of emerging technologies such as mobile applications and cloud computing; excellent communication, collaboration, and problem solving skills; and, commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications: Experience with Innovative Interfaces Integrated Library System, including its Electronic Resources Management module; demonstrated commitment to positive user experience; experience with Ex Libris SFX link resolver and A-Z list administration; and, experience with discovery layer technologies.

For full consideration, applications must be received by April 22, 2013. For more information and to begin the application process, go to our website: www.ccsu.edu/jobs

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4/2/2013

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Outlook IN HIGHER EDUCATION MAGAZINE
MARKETING & COMMUNICATIONS: ASSISTANT MANAGER OF INTERNET SERVICES [#C13-069] (POSTED 04/04/2013)
Central Connecticut State University
Description: MARKETING & COMMUNICATIONS: ASSISTANT MANAGER OF INTERNET SERVICES [#C13-069]
Required Qualifications:
- Bachelor's degree in Communication, Computer Science, Management Information Systems or equivalent.
- Three years' recent experience in the design, development and management of web pages.
- Demonstrated ability to design, develop and maintain web pages.
- Working knowledge of digital video capture and editing using NLE software, digital still cameras, and video encoding.
- Strong technical knowledge of HTML and current web editing/authoring and photo editing software, particularly MS ExpressionWeb, Adobe DreamWeaver & Adobe Photoshop.
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- Advanced knowledge and demonstrated experience with CSS, JavaScript, JQuery, and ActionScript 2.0.
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- Ability to work in high volume, fast-paced and demanding environment.
Preferred Qualifications:
- Master's Degree
- Experience with Finalsite Content Management System, PHP/MySQL, Google Analytics, and L-based e-learning solutions.
Application & Appointment: For full consideration, applications must be received by April 19, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Assistant Manager Internet Sys [#C13-069]

MARKETING & COMMUNICATIONS: ASSISTANT MANAGER OF INTERNET SERVICES [#C13-069]

Central Connecticut State University invites applications for a full-time, assistant manager of Internet services in the Office of Marketing & Communications. The successful candidate will develop and maintain the University's website.

Required Qualifications:

- Bachelor's degree in Communication, Computer Science, Management Information Systems or equivalent
Three years' recent experience in the design, development and management of web pages
Demonstrated ability to design, develop and maintain web pages
Working knowledge of digital video capture and editing using iMovie software, digital still cameras, and video encoding.
Strong technical knowledge of HTML and current web editing/authoring and photo editing software, particularly MS ExpressionWeb, Adobe DreamWeaver & Adobe Photoshop
Thorough understanding of Mobile Web Design Standards and Internet browser compatibility
Advanced knowledge and demonstrated experience with CSS, JavaScript, JQuery, and ActionScript 2.0
Excellent instructional, communication, management and organizational skills and demonstrated ability to work collaboratively
Ability to work in high volume, fast-paced and demanding environment

Preferred Qualifications:

- Master's Degree
Experience with FinalSite Content Management System, PHP/MySQL, Google Analytics, and web-based e-learning solutions

Application & Appointment: For full consideration, applications must be received by April 19, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Central Connecticut State University
Job Type: Regular
Job Schedule: Full-time
Posted on: 04/04/2013

http://jobs.diversejobs.net/candidate/processandviewprintablejob?docid=A7... 4/4/2013

Residence Life: Area Coordinator [#C13-070] - HigherEdJobs

Page 1 of 1



Residence Life: Area Coordinator [#C13-070]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Residence Life and Housing
Posted: 04/04/2013
Application Due: 04/26/2013
Type: Full Time
Salary: \$39,681 USD Per Year

Central Connecticut State University's Department of Residence Life invites applications for a 12-month live-in Area Coordinator position. The successful candidate will have responsibility for the overall quality of life in a university residence hall.

Required Qualifications: Bachelor's Degree; three years of recent residence life work experience directly supervising resident assistant staff; demonstrated ability utilizing Microsoft Office software; experience developing and providing training; experience working with a culturally diverse student body; demonstrated experience with crisis management and student conduct.

Preferred Qualifications: Master's Degree; experience managing summer conference programs; experience with Banner and/or other Enterprise database software (e.g., Adirondack Solutions, RMS); and, demonstrated presentation and advising skills.

For full consideration, applications must be received by April 26, 2013. To begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Ryan Baumann, Residence Life, Central Connecticut State University
Online App. Form: http://www.ccsu.edu/jobs

More Information on Central Connecticut State University

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THE CHRONICLE of Higher Education

Jobs

RESIDENCE LIFE: AREA COORDINATOR [#C13-070]

Institution: Central Connecticut State University
Posted: April 4, 2013

Location: Connecticut

Employment Level: Administrative

Website: http://www.ccsu.edu/jobs

Application Deadline: April 26, 2013

Category: Residence Life

Employment Status: Full-time

Salary: Not specified

Central Connecticut State University's Department of Residence Life invites applications for a 12-month live-in Area Coordinator position. The successful candidate will have responsibility for the overall quality of life in a university residence hall.

Required Qualifications: Bachelor's Degree; three years of recent residence life work experience directly supervising resident assistant staff; demonstrated ability utilizing Microsoft Office software; experience developing and providing training; experience working with a culturally diverse student body; demonstrated experience with crisis management and student conduct.

Preferred Qualifications: Master's Degree; experience managing summer conference programs; experience with Banner and/or other Enterprise database software (e.g., Adirondack Solutions, RMS); and, demonstrated presentation and advising skills.

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http://chronicle.com/jobs/0000775470-01

4/8/2013

Hispanic Outlook

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RESIDENCE LIFE: AREA COORDINATOR [#C13-070] (POSTED 04/04/2013)

Central Connecticut State University

RESIDENCE LIFE: AREA COORDINATOR [#C13-070]

Central Connecticut State University's Department of Residence Life invites applications for a 12-month live-in Area Coordinator position. The successful candidate will have responsibility for the overall quality of life in a university residence hall.

Required Qualifications: Bachelor's Degree; three years of recent residence life work experience directly supervising resident assistant staff; demonstrated ability utilizing Microsoft Office software; experience developing and providing training; experience working with a culturally diverse student body; demonstrated experience with crisis management and student conduct.

Preferred Qualifications: Master's Degree; experience managing summer conference programs; experience with Banner and/or other Enterprise database software (e.g., Adirondack Solutions, RMS); and, demonstrated presentation and advising skills. For full consideration, applications must be received by April 26, 2013. To begin the application process, go to www.ccsu.edu/jobs.

Contact: Central Connecticut State University

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JOB OPPORTUNITY

ADMINISTRATIVE ASSISTANT

PLEASE FOLLOW THE RESUME APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: Candidates on a current enrollment list
Location: Information Technology Department
Job Posting No: C13-071
Hours: Monday through Friday - 43 hours per week
Salary: \$49,557 to \$58,874 Annually
Closing Date: May 18, 2013

Information Technology is a very active, ever-changing department. The Administrative Assistant is responsible for the full range of administrative support duties for the Chief Information Officer and serves as the department's first point of contact for students, faculty, staff, and vendors. Duties will include managing office and student inquiries, processing technology purchases, recording purchases invoices, assisting with hardware and software research. Individual must be familiar with Microsoft Office, email features, and calendaring; have the desire to learn and be part of a team, as well as have a high level of organizational, communication, and leadership skills; be professional, dependable, flexible, and enjoy working with students, faculty, staff, and outside community and vendors.

Eligibility Requirements: Candidates must have applied for and passed the Administrative Assistant exam and be on the current enrollment list promulgated by the Department of Administrative Services for this classification. State employees currently holding the above title or class who have not previously satisfied permanent status may apply for lateral transfer.

Knowledge, Skills and Abilities: Considerable knowledge of office administration and management; considerable knowledge of department structure and policies and procedures; considerable knowledge of group processes, procedures and applications; considerable knowledge of business communication; knowledge of business ethics; considerable interpersonal skills; ability to operate office equipment in which includes personal computers and other electronic equipment; ability to locate, retrieve, and disseminate information; ability to take notes (short-hand, speed-writing or other method acceptable to manager).

General Employment: Four (4) years' experience above the routine clerk level in office support or equivalent work.

Special Experience: One year of the General Experience must have been as a Secretary II or its equivalent.

Education/Alternative: College training in the general field may be substituted for the General Experience on the basis of 18 semester hours equating one-half (1/2) year of experience to a maximum of two (2) years.

Note: The filing of this position will be in accordance with employment, SERBA, transfer, promotion and merit employment rules, if applicable.

Application Instructions: Interested and qualified candidates who meet the above requirements should submit: 1) a cover letter specifying the posting (#C13-071); 2) a completed State application (FD-704) - available at jobs.state.ct.gov/apply; 3) Application of and 4) for status, title and phone numbers of two current professional references. Applications packages will not be considered without these documents. Applications must be postmarked by May 18, 2013. Faxes will not be accepted. Send cover letter, application and references to:

HUMAN RESOURCES: Teresa Valle
Davidson Hall - Room 118
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06105
(Telephone: 860-832-4758)

All candidates for employment at Central CT State University are subject to a pre-employment background investigation, including criminal background check, federal sanctions, and reference checks. Education for employment is contingent upon satisfactory completion of the background investigation.

AN AFFIRMATIVE ACTION/EOE OPPORTUNITY EMPLOYER

The State of Connecticut is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

RESIDENCE LIFE: AREA COORDINATOR [#C13-070]

Central Connecticut State University's Department of Residence Life invites applications for a 12-month live-in Area Coordinator position. The successful candidate will have responsibility for the overall quality of life in a university residence.

Required Qualifications: Bachelor's Degree; three years of recent residence life work experience directly supervising resident assistant staff; demonstrated ability utilizing Microsoft Office software; experience developing and providing training; experience working with a culturally diverse student body; demonstrated experience with crisis management and student conduct.

Preferred Qualifications: Master's Degree; experience managing summer conference programs; experience with Banner and/or other Enterprise database software (e.g., Adirondack Solutions, RMS); and, demonstrated presentation and advising skills.

For full consideration, applications must be received by April 26, 2013. To begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Central Connecticut State University
Job Type: Regular
Job Schedule: Full-Time
Location: New Britain, CT 06105
Dearmark ID: A2134-093
Posted on: 04/04/2013

jobs.diversejobs.net/candidate/processandviewprintablejob?docid=A7134-093&scu... 4/8/2013

HigherEdJobs

Registrar's: Degree Auditor [#C13-073]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Registrars
Posted: 06/06/2013
Application Due: 06/18/2013
Type: Full Time
Salary: \$39,691 to \$68,629 USD Per Year

REGISTRAR'S: DEGREE AUDITOR [#C13-073]

The Office of the Registrar at Central Connecticut State University invites applications for a full-time Degree Auditor. The successful candidate will be responsible for producing reports, preparing audits for graduation evaluations, and determining completion of graduation requirements by students. Candidates are expected to be committed to multiculturalism and working with a diverse student body.



Required Qualifications: Bachelor's degree; three years of experience working at a college or university, including at least one year in a registrar's office, academic advising or degree evaluation process; demonstrated the ability to effectively maintain detailed records, apply and communicate policies, regulations, and other information, and to relate, in a constructive manner, to students and staff; knowledge of computer applications.

Preferred Qualifications: Master's degree in higher education administration or student development in higher education, or closely related field; experience as an academic degree auditor or evaluator; experience with Banner Student and Banner CAPP Degree Audit or other Enterprise student information systems.

For full consideration, applications must be received by June 19, 2013. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Nancy Boscarino
Office of Registrar
Central Connecticut State University
Phone: 860-832-2241
Online App. Form: <http://www.ccsu.edu/jobs>

More Information on Central Connecticut State University

Informational Profile
Current openings for Central Connecticut State University on HigherEdJobs.
CCSU Home Page

Hispanic Outlook IN HIGHER EDUCATION MAGAZINE

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REGISTRAR'S: DEGREE AUDITOR [#C13-073] (POSTED 06/06/2013)

Central Connecticut State University

Description: REGISTRAR'S: DEGREE AUDITOR [#C13-073]

The Office of the Registrar at Central Connecticut State University invites applications for a full-time Degree Auditor. The successful candidate will be responsible for producing reports, preparing audits for graduation evaluations, and determining completion of graduation requirements by students. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications: Bachelor's degree; three years of experience working at a college or university, including at least one year in a registrar's office, academic advising or degree evaluation process; demonstrated the ability to effectively maintain detailed records, apply and communicate policies, regulations, and other information, and to relate, in a constructive manner, to students and staff; knowledge of computer applications.

Preferred Qualifications: Master's degree in higher education administration or student development in higher education, or closely related field; experience as an academic degree auditor or evaluator; experience with Banner Student and Banner CAPP Degree Audit or other Enterprise student information systems.

For full consideration, applications must be received by June 19, 2013. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Contact: Central Connecticut State University
View online March Email Job Post on page

Registrar's Degree Auditor [#C13-073]

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Preferred Qualifications: Master's degree in higher education administration or student development in higher education, or closely related field; experience as an academic degree auditor or evaluator; experience with Banner Student and Banner CAMP Degree Audit or other Enterprise student Information systems.

For full consideration, applications must be received by June 19, 2013. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Central Connecticut State University Job Type: Registrar Job Schedule: Full-time Location: New Britain, CT 06550 Document ID: A7223-EMUC Filled on: 05/09/2013 Will not pay relocation expenses

CCSU POLICE DEPARTMENT: CHIEF OF POLICE [#C13-074] Position: Chief of Police Central Connecticut State University Salary: \$130,000 July 1, 2013 Location: Connecticut Employment Level: Full-time rank Website: <http://www.ccsu.edu/jobs> Application Deadline: July 21, 2013 Category: Government Employment Status: Full-time Salary: Negotiated

Central Connecticut State University invites applications for a Full-time Chief of Police in the University Police Department. The successful candidate will be responsible for developing a comprehensive program of police and public safety to provide for the safety and security of campus life for students, faculty, staff and visitors to the University. Candidates are expected to be committed to multiculturalism and working with a diverse community.

Required Qualifications

- Bachelor's degree.
• Ten years of experience as a sworn law enforcement officer of those years must have been in a command position having supervisory responsibilities.
• Demonstrated familiarity with laws affecting public safety in Connecticut and their application to protecting life and property while preserving individual constitutional rights.
• Demonstrated ability to direct the work of police and security staff and to take command of emergency situations.
• Demonstrable knowledge of police investigative procedures including laws of arrest and seizure and preservation of evidence.
• Ability to develop and manage a budget.
• Knowledge of current uses of technology and expanding uses of data in law enforcement.
• Demonstrated excellent oral and written communication skills.
• Prior to appointment, must successfully complete a law enforcement background investigation.

The Chief of Police is a commissioned peace officer and must meet all standards established by the Connecticut P.O.S.T. Council.

Preferred Qualifications

- Master's degree.
• Understanding of the diverse academic, socioeconomic, cultural and ethnic backgrounds in a University community.
• Ability to establish and maintain cooperative relationships with the campus community.
• Experience working as a police officer in an urban community.

Application & Appointment: For full consideration, applications must be received by July 21, 2013. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

<http://jobs.diversejobs.net/candidate/processandviewprintablejob?docid=A...> 6/17/2013

<http://chronicle.com/jobs/0000785293-01>

7/1/2013

Chief of Police [#C13-074] - HigherEdJobs

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Chief of Police [#C13-074]

Institution: Central Connecticut State University Location: New Britain, CT Category: Police and Public Safety Position: 09252313 Application Due: 7/21/2013 Type: Full Time Salary: \$130,000 to \$130,013 USD Per Year



CCSU POLICE DEPARTMENT: CHIEF OF POLICE [#C13-074]

Central Connecticut State University invites applications for a Full-time Chief of Police in the University Police Department. The successful candidate will be responsible for developing a comprehensive program of police and public safety to provide for the safety and security of campus life for students, faculty, staff and visitors to the University. Candidates are expected to be committed to multiculturalism and working with a diverse community.

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- Bachelor's degree.
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• Demonstrated ability to direct the work of police and security staff and to take command of emergency situations.
• Demonstrable knowledge of police investigative procedures including laws of arrest, search and seizure and preservation of evidence.
• Ability to develop and manage a budget.
• Knowledge of current uses of technology and expanding uses of data in law enforcement.
• Demonstrated excellent oral and written communication skills.
• Prior to appointment, must successfully complete a law enforcement background investigation.

The Chief of Police is a commissioned peace officer and must meet all standards established by the Connecticut P.O.S.T. Council.

Preferred Qualifications

- Master's degree.
• Understanding of the diverse academic, socioeconomic, cultural and ethnic backgrounds in a University community.
• Ability to establish and maintain cooperative relationships with the campus community.
• Experience working as a police officer in an urban community.

Application & Appointment: For full consideration, applications must be received by July 21, 2013. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Renee Farris, Facilities Management, Central Connecticut State University, Online App. Form: <http://www.ccsu.edu/jobs>

More Information on Central Connecticut State University

Web: <http://www.ccsu.edu> Contact: <http://www.ccsu.edu/jobs> CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.



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CCSU POLICE DEPARTMENT: CHIEF OF POLICE [#C13-074] (POSTED 05/28/2013)

Central Connecticut State University

CCSU POLICE DEPARTMENT: CHIEF OF POLICE [#C13-074]

Central Connecticut State University invites applications for a Full-time Chief of Police in the University Police Department. The successful candidate will be responsible for developing a comprehensive program of police and public safety to provide for the safety and security of campus life for students, faculty, staff and visitors to the University. Candidates are expected to be committed to multiculturalism and working with a diverse community.

Required Qualifications

- Bachelor's degree.
• Ten years of experience as a sworn law enforcement officer of those years must have been in a command position having supervisory responsibilities.
• Demonstrated familiarity with laws affecting public safety in Connecticut and their application to protecting life and property while preserving individual constitutional rights.
• Demonstrated ability to direct the work of police and security staff and to take command of emergency situations.
• Demonstrable knowledge of police investigative procedures including laws of arrest, search and seizure and preservation of evidence.
• Ability to develop and manage a budget.
• Knowledge of current uses of technology and expanding uses of data in law enforcement.
• Demonstrated excellent oral and written communication skills.
• Prior to appointment, must successfully complete a law enforcement background investigation.

The Chief of Police is a commissioned peace officer and must meet all standards established by the Connecticut P.O.S.T. Council.

Preferred Qualifications

- Master's degree.
• Understanding of the diverse academic, socioeconomic, cultural and ethnic backgrounds in a University community.
• Ability to establish and maintain cooperative relationships with the campus community.
• Experience working as a police officer in an urban community.

Application & Appointment: For full consideration, applications must be received by July 21, 2013. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Contact: Renee Farris, Facilities Management, Central Connecticut State University, View report: <http://www.ccsu.edu/jobs>

ATHLETICS: HEAD WOMEN'S LACROSSE COACH

Central Connecticut State University

ATHLETICS: HEAD WOMEN'S LACROSSE COACH [#C13-076]

Central Connecticut State University's Athletics Department invites applications for a full-time Head Women's Lacrosse Coach. The successful candidate will assist in the organization and administration of all aspects of the Women's Lacrosse program.

Application & Appointment: For full consideration, applications must be received by July 15, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Required Qualifications: Bachelor's degree; three years of coaching and/or playing experience at the college level in the sport of women's lacrosse, and an understanding of NCAA rules compliance. In lieu of college level coaching experience, a combination of four years of coaching experience at the high school, professional or national team level and playing experience at the college, professional or national team level in the sport of women's lacrosse will be considered.

Preferred Qualifications: Master's degree; prior experience with recruiting, skill instruction, practice/game plan development, and administrative responsibilities in the sport of women's lacrosse; experience in a Division I women's lacrosse program as a coach or student athlete; and, excellent organization and communication skills.

Internal Number: #C13-076

Posted: July 1, 2013
Location: New Britain, Connecticut
Salary: Open
Type: Full-time - Experienced
Categories: Coaching, Coaching - Lacrosse
Required Education: 4 Year Degree

Central Connecticut State University Website

Central Connecticut State University is an NCAA Division I institution located in New Britain, CT. The Blue Devils are members of the Northeast Conference, and have won 49 total NEC titles in their 14 seasons in the league. CCSU recently celebrated its 25th anniversary of Division I athletics in 2010-11.



Athletics: Head Women's Lacrosse Coach [#C13-076]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Athletics and Coaching
Posted: 07/01/2013
Application Due: 07/15/2013
Type: Full Time

ATHLETICS: HEAD WOMEN'S LACROSSE COACH [#C13-076]

Central Connecticut State University's Athletics Department invites applications for a full-time Head Women's Lacrosse Coach. The successful candidate will assist in the organization and administration of all aspects of the Women's Lacrosse program.



Required Qualifications: Bachelor's degree; three years of coaching and/or playing experience at the college level in the sport of women's lacrosse, and an understanding of NCAA rules compliance. In lieu of college level coaching experience, a combination of four years of coaching experience at the high school, professional or national team level and playing experience at the college, professional or national team level in the sport of women's lacrosse will be considered.

Preferred Qualifications: Master's degree; prior experience with recruiting, skill instruction, practice/game plan development, and administrative responsibilities in the sport of women's lacrosse; experience in a Division I women's lacrosse program as a coach or student athlete; and, excellent organization and communication skills.

Application & Appointment: For full consideration, applications must be received by July 15, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Amy Strickland
Athletics Department
Central Connecticut State University
Online App. Form: <http://www.ccsu.edu/jobs>

More Information on Central Connecticut State University

- [Institutional Profile](#)
- [Current openings for Central Connecticut State University on HigherEdJobs.](#)
- [CCSU Home Page](#)
- [CCSU Job posting webpage](#)
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<http://naamarket.ncaa.org/jobs/?keywords=Central+Connecticut+State+Un...> 7/12/2013

<http://www.higheredjobs.com/search/details.cfm?jobcode=175769971&aID=1027&print=...> 7/11/2013

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Information Technology: Media Technician [#C14-001] - HigherEdJobs

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Information Technology: Media Technician [#C14-001]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Computing - Multimedia
Admin - Computing - Support and Training
Posted: 07/12/2013
Application Due: 07/31/2013
Type: Full Time
Salary: \$39,681 to \$68,629 USD Per Year

INFORMATION TECHNOLOGY: MEDIA TECHNICIAN [#C14-001]

Central Connecticut State University's IT Media Center invites applications for a full-time Media Technician to provide operational support to the campus Media Center with a focus on media production, academic technology support, and creative services.



Required Qualifications: Bachelor's degree in communications, media technology or other related field; two years of experience in the operation and production of media center programs, including equipment repair; experience with broadcast production equipment, non-linear editing systems, audio equipment and lighting; and, good interpersonal skills with demonstrated ability to work well with others.

Preferred Qualifications: Working knowledge of Serial Digital Interface (SDI), both standard definition and high definition; working knowledge of classroom control systems (Extron); experience operating and understanding broadcast metering equipment; and, minimal knowledge of networking media-related equipment via Internet protocol (IP).

For full consideration, applications must be received by July 31, 2013. For more information and application instructions, go to www.ccsu.edu/jobs.

Application Information

Contact: Donna DeCarlo
Search Committee Chair
Central Connecticut State University
Online App. Form: <http://www.ccsu.edu/jobs>

More Information on Central Connecticut State University

- [Institutional Profile](#)
- [Current openings for Central Connecticut State University on HigherEdJobs.](#)
- [CCSU Home Page](#)
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- [State of CT webpage](#)

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ATHLETICS: HEAD WOMEN'S LACROSSE COACH [#C13-076]
(POSTED 07/01/2013)

Central Connecticut State University

Qualification: Central Connecticut State University's Athletics Department invites applications for a full-time Head Women's Lacrosse Coach. The successful candidate will assist in the organization and administration of all aspects of the Women's Lacrosse program.

Required Qualifications: Bachelor's degree; three years of coaching and/or playing experience at the college level in the sport of women's lacrosse, and an understanding of NCAA rules compliance. In lieu of college level coaching experience, a combination of four years of coaching experience at the high school, professional or national team level and playing experience at the college, professional or national team level in the sport of women's lacrosse will be considered.

Preferred Qualifications: Master's degree; prior experience with recruiting, skill instruction, practice/game plan development, and administrative responsibilities in the sport of women's lacrosse; experience in a Division I women's lacrosse program as a coach or student athlete; and, excellent organization and communication skills.

Application & Appointment: For full consideration, applications must be received by July 15, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Contact: Central Connecticut State University
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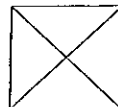
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INFORMATION TECHNOLOGY: MEDIA TECHNICIAN [#C14-001] (POSTED 07/12/2013)

Central Connecticut State University

Description: INFORMATION TECHNOLOGY MEDIA TECHNICIAN [#C14-001]
 Central Connecticut State University's IT Media Center seeks applications for a full-time Media Technician to provide operational support to the campus Media Center with a focus on media production, academic technology support, and creative services.
Required Qualifications: Bachelor's degree in communication, media technology or other related field; two years of experience in the operation and production of media center programs, including equipment setup, operation with broadcast production equipment, multi-linear editing systems, audio equipment and lighting and good interpersonal skills with demonstrated ability to work well with others.
Preferred Qualifications: Working knowledge of Final Cut Pro or similar video editing software and high definition working knowledge of streaming media systems (including operations expertise and troubleshooting) broadcast editing equipment and, technical knowledge of networking or related equipment an additional plus.
 For full consideration, applications must be received by July 31, 2013. For more information and application instructions, go to www.ccsu.edu/jobs.

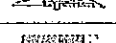
CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Contact: Central Connecticut State University
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Covering Issues that Affect Hispanics in Academia

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<http://www.hispanicoutlook.com/job-description/34643/information-technol...> 8/12/2013

Reference/Instruction & Assessment Librarian [#C14-003] - HigherEdJobs Page 1 of 2



Reference/Instruction & Assessment Librarian [#C14-003]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Libraries
Posted: 03/14/2013
Application Due: 03/18/2013
Type: Full Time
Salary: \$49,628 to \$75,438 USD Per Year



The Ethel Burnitt Library at Central Connecticut State University invites innovative and energetic applicants to fill a full-time, tenure-track librarian position.

Required Qualifications: Master's degree in Library Science or equivalent from an ALA accredited institution; academic library reference experience; demonstrated experience and knowledge of electronic and print information resources; a demonstrated commitment to public service; excellent communication, interpersonal and presentation skills; and, experience working effectively with a highly diverse group of faculty, students, colleagues and the general public.

Preferred Qualifications: Experience with commercially or institutionally developed testing of information literacy skills; experience with the development and the implementation of a program for the assessment of library instruction; experience with online learning management systems; experience providing concise information to undergraduate and graduate students in brief library instruction sessions covering a wide range of subject areas; experience teaching semester long information literacy credit courses; demonstrated ability to effectively use instructional technologies.

For full consideration, applications must be received by September 16, 2013. To begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Theresa Mastrogiovanni
 Burnitt Library
 Central Connecticut State University
Online App. Form: <http://www.ccsu.edu/jobs>

More Information on Central Connecticut State University

- [Institutional Profile](#)
- [Current openings for Central Connecticut State University on HigherEdJobs.](#)
- [CCSU Home Page](#)
- [CCSU Job posting webpage](#)
- [State of CT webpage](#)

THE CHRONICLE OF HIGHER EDUCATION Jobs

REFERENCE/ INSTRUCTION & ASSESSMENT LIBRARIAN [#C14-003]

Central Connecticut State University
 Posted: August 14, 2013

Location: Connecticut
 Employment Level: Full-time, tenure-track

Website: <http://www.ccsu.edu/jobs>

Application Deadline: September 16, 2013

Category: Library Information Services

Employment Status: Full-time

Salary: Not specified

The Ethel Burnitt Library at Central Connecticut State University invites innovative and energetic applicants to fill a full-time, tenure-track librarian position.

Required Qualifications: Master's degree in Library Science or equivalent from an ALA accredited institution; academic library reference experience; demonstrated experience and knowledge of electronic and print information resources; a demonstrated commitment to public service; excellent communication, interpersonal and presentation skills; and, experience working effectively with a highly diverse group of faculty, students, colleagues and the general public.

Preferred Qualifications: Experience with commercially or institutionally developed testing of information literacy skills; experience with the development and the implementation of a program for the assessment of library instruction; experience with online learning management systems; experience providing concise information to undergraduates and graduate students in brief library instruction sessions covering a wide range of subject areas; experience teaching semester long information literacy credit courses; demonstrated ability to effectively use instructional technologies. For full consideration, applications must be received by September 16, 2013. To begin the application process, go to www.ccsu.edu/jobs.

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<http://chronicle.com/jobs/0000790778-01>

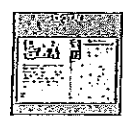
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REFERENCE/ INSTRUCTION & ASSESSMENT LIBRARIAN [#C14-003] (POSTED 03/18/2013)

Central Connecticut State University

Description: REFERENCE/ INSTRUCTION & ASSESSMENT LIBRARIAN [#C14-003]
 The Ethel Burnitt Library at Central Connecticut State University invites innovative and energetic applicants to fill a full-time, tenure-track librarian position.

Required Qualifications: Master's degree in Library Science or equivalent from an ALA accredited institution; academic library reference experience; demonstrated experience and knowledge of electronic and print information resources; a demonstrated commitment to public service; excellent communication, interpersonal and presentation skills; and, experience working effectively with a highly diverse group of faculty, students, colleagues and the general public.
Preferred Qualifications: Experience with commercially or institutionally developed testing of information literacy skills; experience with the development and the implementation of a program for the assessment of library instruction; experience with online learning management systems; experience providing concise information to undergraduates and graduate students in brief library instruction sessions covering a wide range of subject areas; experience teaching semester long information literacy credit courses; demonstrated ability to effectively use instructional technologies. For full consideration, applications must be received by September 16, 2013. To begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Contact: Central Connecticut State University
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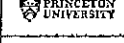
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REFERENCE/ INSTRUCTION & ASSESSMENT LIBRARIAN [#C1
Reference/ Instruction & Assessment Librarian [#C14-003]

The Burdett Library at Central Connecticut State University invites innovative and energetic applicants to fill a full-time, ten-track librarian position.

Required Qualifications: Master's degree in Library Science or equivalent from an ALA accredited institution; academic reference experience; demonstrated experience and knowledge of electronic and print information resources; a demonstrated commitment to public service; excellent communication, interpersonal and presentation skills; and, experience working effectively with a highly diverse group of faculty, students, colleagues and the general public.

Preferred Qualifications: Experience with commercially or institutionally developed testing of information literacy skills; experience with the development and the implementation of a program for the assessment of library instruction; experience with online learning management systems; experience providing concise information to undergraduate and graduate students in brief library instruction sessions covering a wide range of subject areas; experience teaching semester long information literacy credit course; demonstrated ability to effectively use instructional technologies.

For full consideration, applications must be received by September 16, 2013. To begin the application process, go to www.ccsu.edu/jobs.

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Central Connecticut State University	Job Type:	Regular
Location: New Britain, CT 06050	Job Schedule:	Full-time
Document ID: A7323-1N3N	Posted on:	09/14/2013

8.15.2013 Reference/ Instruction & Assessment Librarian [#C14-003] The Ethel Burdett Library at Central Connecticut State University (New Britain) invites innovative and energetic applicants to fill a full-time, ten-track librarian position. Required Qualifications: Masters degree in Library Science or equivalent from an ALA accredited institution; academic library reference experience; demonstrated experience and knowledge of electronic and print information resources; a demonstrated commitment to public service; excellent communication, interpersonal and presentation skills; and, experience working effectively with a highly diverse group of faculty, students, colleagues and the general public. Preferred Qualifications: Experience with commercially or institutionally developed testing of information literacy skills; experience with the development and the implementation of a program for the assessment of library instruction; experience with online learning management systems; experience providing concise information to undergraduate and graduate students in brief library instruction sessions covering a wide range of subject areas; experience teaching semester long information literacy credit course; demonstrated ability to effectively use instructional technologies. For full consideration, applications must be received by September 16, 2013. To begin the application process, go to www.ccsu.edu/jobs.

www.diversejobs.net/candidate/processandviewprintablejob?docid=A7323-1N3N&so... 9/6/2013

<http://www.ctlibrarians.org/associations/10663/files/CTLLibraryJobs.cfm>

9/9/2013

Coordinator of Community Engagement [#C14-006] - The Chronicle of Higher Education

Coordinator of Community Engagement #C14-006 - HigherEdJobs

Page 1 of 2

THE CHRONICLE OF HIGHER EDUCATION
Jobs



Coordinator of Community Engagement #C14-006

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Extension and Outreach
 Admin - Volunteer Programs and Service Learning
Posted: 09/12/2013
Application Due: 10/07/2013
Type: Full Time
Salary: 68,000 to 92,700 USD Per Year

COORDINATOR OF COMMUNITY ENGAGEMENT [#C14-006]

Central Connecticut State University invites applications for a full-time Coordinator of Community Engagement. Required Qualifications: Bachelor's degree; four years' experience in community service and outreach, at least two of which should involve developing and administering community-based initiatives; demonstrated ability to supervise staff; budget development and management; strong interpersonal skills and the ability to communicate effectively; and, demonstrated ability to work with a culturally, ethnically and linguistically diverse community.

Preferred Qualifications: Higher education experience; computer skills, including experience with Microsoft Office Suite and appropriate use of social media.

For full consideration, applications must be received by October 7, 2013. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.



Application Information

Contact: Dr. Joseph Paige
 Academic Affairs
 Central Connecticut State University
Online App. Form: <http://www.ccsu.edu/jobs>

More Information on Central Connecticut State University

Institutional Profile
 Current openings for Central Connecticut State University on HigherEdJobs.
 CCSU Home Page
 CCSU Job Posting Webpage

Coordinator of Community Engagement [#C14-006]
Institution: Central Connecticut State University
Posted: September 12, 2013
Location: Connecticut
Employment Level: Non tenure track
Website: <http://www.ccsu.edu/jobs>
Application Deadline: October 7, 2013
Category: Business/ administrative affairs, Community development, Community relations/ institutional outreach
Employment Status: Full-time
Salary: Not specified

Coordinator of Community Engagement [#C14-006]

Central Connecticut State University invites applications for a full-time Coordinator of Community Engagement.

Required Qualifications: Bachelor's degree; four years experience in community service and outreach, at least two of which should involve developing and administering community-based initiatives; demonstrated ability to supervise staff; budget development and management; strong interpersonal

Coordinator of Community Engagement
Coordinator of Community Engagement [#C14-006]

Central Connecticut State University invites applications for a full-time Coordinator of Community Engagement.
Required Qualifications: Bachelor's degree; four years' experience in community service and outreach, at least two of which should involve developing and administering community-based initiatives; demonstrated ability to supervise staff; budget development and management; strong interpersonal skills and the ability to communicate effectively; and, demonstrated ability to work with a culturally, ethnically and linguistically diverse community.

Preferred Qualifications: Higher education experience; computer skills, including experience with Microsoft Office Suite and appropriate use of social media.

For full consideration, applications must be received by October 7, 2013. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Central Connecticut State University
Location: New Britain, CT 06520
Document ID: A7366-18EX
Job Type: Regular
Job Schedule: Full-time
Posted on: 09/12/2013



Table with 5 columns: HOME, ADDRESS, FOLLOW US, ADVERTISING RATES, JOB LISTINGS, CONTACT US



COORDINATOR OF COMMUNITY ENGAGEMENT [C14-006] (POSTED 09/12/2013)

Central Connecticut State University

Description: COORDINATOR OF COMMUNITY ENGAGEMENT [C14-006]
Central Connecticut State University invites applications for a full-time Coordinator of Community Engagement.
Required Qualifications: Bachelor's degree; four years' experience in community service and outreach, at least two of which should involve developing and administering community-based initiatives; demonstrated ability to supervise staff; budget development and management; strong interpersonal skills and the ability to communicate effectively; and, demonstrated ability to work with a culturally, ethnically and linguistically diverse community.
Preferred Qualifications: Higher education experience; computer skills, including experience with Microsoft Office Suite and appropriate use of social media.
For full consideration, applications must be received by October 7, 2013. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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<http://jobs.diversetohs.net/candidate/businesscardviewinfo?tableid=40162012>

http://www.hispanicoutlook.com/job_description/3441/coordinate-of-community-engagem

PSYCHIATRIC NURSE PRACTITIONER

STUDENT WELLNESS SERVICES; PSYCHIATRIC NURSE PRACTITIONER [C14-008]

Central Connecticut State University's Student Wellness Service invites applications for a Psychiatric Nurse Practitioner. Student Wellness Services provides integrated care to our students, including medical and mental health services, wellness education, and community outreach.

The successful candidate, as part of our mental health team, will provide appropriate psychiatric assessment, treatment, counseling, and on-going management within the scope of his/her license and training. The Nurse Practitioner may also consult with other departments and community partners that have contact with students who have mental health diagnoses and/or are taking psychotropic medications, as well as providing case management of clients of Student Wellness Services as requested. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Master's degree;
- Three years professional mental health/nursing experience;
- Possession of a current/unrestricted license as both an APRN/RN to practice in the State of Connecticut;
- Formal training in providing group and individual counseling;
- Evidence of completion of a nurse practitioner program from an accredited educational institution with a concentration in psychiatric-mental health or equivalent field;
- Certification by an appropriate national accrediting body (e.g., the American Nurses Credentialing Center (ANCC) as a nurse practitioner prior to employment;
- Current, unrestricted Controlled Substance Registration by both the State of Connecticut and Federal DEA;
- Current CPR/AED certification and;
- Excellent oral, written and interpersonal skills.

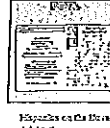
For full consideration, applications must be received by September 30, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Central Connecticut State University
Location: New Britain, CT 06520
Document ID: A2361-1027
Job Type: Regular
Job Schedule: Full-time
Posted on: 09/10/2013



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STUDENT WELLNESS SERVICES; PSYCHIATRIC NURSE PRACTITIONER [C14-008] (POSTED 09/10/2013)

Central Connecticut State University

Description: Central Connecticut State University's Student Wellness Service invites applications for a Psychiatric Nurse Practitioner. Student Wellness Services provides integrated care to our students, including medical and mental health services, wellness education, and community outreach.
The successful candidate, as part of our mental health team, will provide appropriate psychiatric assessment, treatment, counseling, and ongoing management within the scope of his/her license and training. The Nurse Practitioner may also consult with other departments and community partners that have contact with students who have mental health diagnoses and/or are taking psychotropic medications, as well as providing case management of clients of Student Wellness Services as requested. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

- Required Qualifications:**
- Master's degree;
 - Three years professional mental health/nursing experience;
 - Possession of a current/unrestricted license as both an APRN/RN to practice in the State of Connecticut;
 - Formal training in providing group and individual counseling;
 - Evidence of completion of a nurse practitioner program from an accredited educational institution with a concentration in psychiatric-mental health or equivalent field;
 - Certification by an appropriate national accrediting body (e.g., the American Nurses Credentialing Center (ANCC) as a nurse practitioner prior to employment;
 - Current, unrestricted Controlled Substance Registration by both the State of Connecticut and Federal DEA;
 - Current CPR/AED certification and;
 - Excellent oral, written and interpersonal skills.

For full consideration, applications must be received by September 30, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Contact: Central Connecticut State University
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PLEASE FOLLOW THE SPECIFIC APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: Candidates on a current Secretary 2 examination list
Location: Geography Department
Job Posting No: C14-003
Hours: Monday through Friday - 40 hours per week
Salary: Effective August 26, 2013: \$44,033 to \$57,559 Annually
Closing Date: August 27, 2013

Eligibility Requirements: Candidates must be on a current Secretary 2 exam and be on the current certification list promulgated by the Department of Education for this classification. State employees currently holding the above title or those who have previously obtained permanent status may apply for lateral transfer.

This position serves as the primary support for the Department of Geography. The person selected for this position will have frequent contact with students and the general public and be responsible for a full range of secretarial duties in both, but not be limited to, typing, editing and proofreading various documents, filing, displaying, expanding and exhibiting data in the Research Database as well as other files, editing and corresponding, report writing, responding to e-mails, answering telephone and directing incoming telephone calls, handling travel requests, creating and maintaining student databases and mailing lists, helping to organize the annual banquet, and more.

Knowledge, Skills and Abilities: Demonstrable knowledge of office systems and procedures; consistent knowledge of proper grammar, punctuation and spelling; knowledge of business correspondence; knowledge of operation of office policies and procedures; some knowledge of business rules; the general ability to substitute and practice office working ability in separate office equipment which includes personal computers and other electronic equipment; ability to operate office video equipment; ability to take notes (handwritten, speed writing or other method acceptable to the employer).

General Experience: Three (3) years' experience above the position level in office support or secretarial work.
Central Connecticut State University: One year of the General Experience must have been as a Secretary 1 or its equivalent.
Education/Advanced: College training in the secretarial services may be substituted for the General Experience on the basis of 18 semester hours equating one-half (1/2) year of experience to a maximum of two (2) years.

Note: The filing of this position will be in accordance with reemployment, SERAA, transfer, promotion and merit employment rules, if applicable.

Application Instructions: Interested and qualified candidates who meet the above requirements should submit: 1) a cover letter specifying this posting (C14-003); 2) a completed State application (Form 412 - available at <http://hr.state.ct.us/Form412-2.pdf>); and 3) the name, title and phone numbers of two current professional references. Application packages will not be considered without these documents. Applications must be postmarked by August 27, 2013. Resumes will not be accepted. Send complete application and references to:

Human Resources
Davidson Hall - Room 118
Central Connecticut State University
1516 Stanley Street
New Britain, CT 06030
(Telephone: 860-439-1750)

All candidates for employment at Central CT State University are subject to a pre-employment background investigation, including criminal background check, federal sanctions, and reference checks. Selection for employment is contingent upon satisfactory completion of the background investigation.

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Open To: The Public, State Employees, Agency Employees
Location: Central Connecticut State University
Job Posting No: C14-014
Hours: Full
Salary: \$43,871 to \$70,633
Closing Date: October 25, 2013

Central Connecticut State University's Information Technology Department invites applications for a full-time Desktop Support Assistant. The successful candidate will provide Macintosh desktop support to the University including installation, maintenance and repair of computer systems, printers and peripheral equipment. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

- Required Qualifications:**
- Bachelor's degree in a technical or business related field;
 - Two years' experience providing desktop support, diagnosis, and repair, and installation of computers and associated software;
 - Experience interacting with computer users while providing excellent customer service skills; and,
 - Understanding of help desk/ticket center procedures and practices.

- Preferred Qualifications:**
- Apple certification; and,
 - Experience supporting Macintosh desktops and peripherals.

Applications must be received by October 25, 2013. For more information and application instructions, go to www.ccsu.edu/ajobs.

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Central Connecticut State University
Location: New Britain, CT 06030
201 Title: Secretary
Job Details: Full-time

DESKTOP SUPPORT ASSISTANT [C14-014]

INFORMATION TECHNOLOGY DESKTOP SUPPORT ASSISTANT [C14-014]

Central Connecticut State University's Information Technology Department invites applications for a full-time Desktop Support Assistant. The successful candidate will provide Macintosh desktop support to the University including installation, maintenance and repair of computer systems, printers and peripheral equipment. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Bachelor's degree in a technical or business related field;
- Two years' experience providing desktop support, diagnosis, and repair, and installation of computers and associated software;
- Experience interacting with computer users while providing excellent customer service skills; and,
- Understanding of help desk/ticket center procedures and practices.


Preferred Qualifications:

- Apple certification; and,
- Experience supporting Macintosh desktops and peripherals.

For full consideration, applications must be received by October 25, 2013. For more information and to begin the application process, go to www.ccsu.edu/ajobs.

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Information Technology: Desktop Support Assistant [C14-014]
(POSTED 10/09/2013)

Central Connecticut State University

Information Technology/DESKTOP SUPPORT ASSISTANT [C14-014]

Central Connecticut State University's Information Technology Department invites applications for a full-time Desktop Support Assistant. The successful candidate will provide Macintosh desktop support to the University including installation, maintenance and repair of computer systems, printers and peripheral equipment. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Bachelor's degree in a technical or business related field;
- Two years' experience providing desktop support, diagnosis, and repair, and installation of computers and associated software;
- Experience interacting with computer users while providing excellent customer service skills; and,
- Understanding of help desk/ticket center procedures and practices.

Preferred Qualifications:

- Apple certification; and,
- Experience supporting Macintosh desktops and peripherals.

For full consideration, applications must be received by October 25, 2013. For more information and to begin the application process, go to www.ccsu.edu/ajobs.

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DESKTOP SUPPORT ASSISTANT [#C14-014]

Position: Desktop Support Assistant
Location: New Britain, CT
Category: Admin - Computing - Support and Training
Posted: 10/09/2013
Application Due: 10/25/2013
Type: Full Time
Salary: \$43,871 to \$74,833 USD Per Year

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Central Connecticut State University's Information Technology Department is seeking applications for a full-time Desktop Support Specialist. The successful candidate will provide Macintosh desktop support to the University including installation, maintenance and repair of computer systems, printers and peripheral equipment. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Bachelor's degree in a technical or business related field;
- Two years' experience providing desktop support, diagnosis, and repair, and installation of computers and associated software;
- Experience interacting with computer users while providing excellent customer service using a self.
- Understanding of help desk ticket center procedures is preferred.

Preferred Qualifications:

- Apple qualifications and;
- Experience supporting Macintosh desktops and peripherals.

For full consideration, applications must be received by October 25, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Tina Ferra
 Search Committee Chair
 Central Connecticut State University
Online App. Form: <http://www.ccsu.edu/jobs>

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Hispanic Outlook

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THE LEARNING CENTER: ACADEMIC SUPPORT SPECIALIST [#C14-016]
 (POSTED 09/13/2013)

Central Connecticut State University

Description

THE LEARNING CENTER: ACADEMIC SUPPORT SPECIALIST [#C14-016]

Central Connecticut State University invites applications for a full-time Academic Support Specialist in The Learning Center. The successful candidate will deliver comprehensive learning support services and programs and assist with the development and execution of programs such as supplemental instruction, tutoring, and academic success coaching.

Required Qualifications: Bachelor's degree, three years' experience delivering academic support services and programs and assisting with the development and execution of programs such as supplemental instruction, tutoring, and academic success coaching.

Preferred Qualifications: Master's degree in counseling, education or related field; experience tutoring, training and supervising students; experience working within the framework of a recognized certification training program; experience administering and interpreting learning assessments and/or course placement assessments; experience utilizing electronic technologies to enhance the delivery of academic support services, staff development and assessment efforts; excellent oral, written, organization and interpersonal skills.

For full consideration, applications must be received by October 7, 2013. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Contact: Central Connecticut State University

New Britain, CT 06020



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THE LEARNING CENTER: ACADEMIC SUPPORT SPECIALIST [#C14-016]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Academic Advising
Posted: 09/13/2013
Application Due: 10/07/2013
Type: Full Time
Salary: \$49,476 to \$81,699 USD Per Year

THE LEARNING CENTER: ACADEMIC SUPPORT SPECIALIST [#C14-016]

Central Connecticut State University invites applications for a full-time Academic Support Specialist in The Learning Center. The successful candidate will deliver comprehensive learning support services and programs and assist with the development and execution of programs such as supplemental instruction, tutoring, and academic success coaching.

Required Qualifications: Bachelor's degree; three years' experience delivering academic support services; experience with peer tutor, academic coaching and/or mentoring programs; and, working knowledge of the needs of diverse student populations.

Preferred Qualifications: Master's degree in counseling, education or related field; experience tutoring, training and supervising students; experience working within the framework of a recognized certification training program; experience administering and interpreting learning assessments and/or course placement assessments; experience utilizing electronic technologies to enhance the delivery of academic support services, staff development and assessment efforts; excellent oral, written, organization and interpersonal skills.

For full consideration, applications must be received by October 7, 2013. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Natalie Ford
 The Learning Center
 Central Connecticut State University
Online App. Form: <http://www.ccsu.edu/jobs>

More Information on Central Connecticut State University

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<http://www.higheredjobs.com/search/details.cfm?JobCode=175798734&aID...> 9/30/2013

ACADEMIC SUPPORT SPECIALIST [#C14-016] at Central Connecticut ... Page 1 of 1

ACADEMIC SUPPORT SPECIALIST [#C14-016]

THE LEARNING CENTER: ACADEMIC SUPPORT SPECIALIST [#C14-016]

Central Connecticut State University invites applications for a full-time Academic Support Specialist in The Learning Center. The successful candidate will deliver comprehensive learning support services and programs and assist with the development and execution of programs such as supplemental instruction, tutoring, and academic success coaching.

Required Qualifications: Bachelor's degree; three years' experience delivering academic support services; experience with peer tutor, academic coaching and/or mentoring programs; and, working knowledge of the needs of diverse student populations.

Preferred Qualifications: Master's degree in counseling, education or related field; experience tutoring, training and supervising students; experience working within the framework of a recognized certification training program; experience administering and interpreting learning assessments and/or course placement assessments; experience utilizing electronic technologies to enhance the delivery of academic support services, staff development and assessment efforts; excellent oral, written, organization and interpersonal skills.

For full consideration, applications must be received by October 7, 2013. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Central Connecticut State University
 Location: New Britain, CT 06020
 Decree ID: A7361-1002
Job Type: Regular
Job ID: FJ-1123
Posted on: 09/13/2013

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Vitae SCHOOL OF EDUCATION & PROFESSIONAL STUDIES: COORDINATOR OF SCHOOL & COMMUNITY PARTNERSHIPS [#C14-026]

Central Connecticut State University in Connecticut

Deadline 11/27/2013
Date Posted November 11, 2013
Type Administrative
Salary Not specified
Employment Type Full-time

Jobs at Central Connecticut State University

Central Connecticut State University's School of Education & Professional Studies (SEPS) invites applications for a full-time *Coordinator of School and Community Partnerships*. The incumbent of this position assists the Assistant Dean for School/Community Partnerships and Assessment within SEPS with the coordination of school/community partnerships.

SCHOOL OF EDUCATION & PROFESSIONAL STUDIES: ASSISTANT DEAN for SCHOOL/COMMUNITY PARTNERSHIPS

The Coordinator of School/Community Partnerships is responsible for:

- Supporting the Assistant Dean for School/Community Partnerships and Assessment to review, revise and update various evaluation instruments used with student teacher, their supervision team, and others.

Required Qualifications:

- Bachelors degree;
- Teacher certification in one of the teacher preparation areas offered within SEPS;
- Three years teaching experience in the certification area;
- Public school administrator certification;
- Strong oral and written communication skills, and the ability to work collegially, constructively and effectively with a variety of stakeholders, groups, and individuals, as well as the ability to work independently;
- Ability to travel to relevant local school districts and other settings to support SEPS initiatives;
- Familiarity with the Connecticut State Department of Education teacher preparation regulations;
- Familiarity with National Council on the Accreditation of Teacher Education (NCATE) and Council for the Accreditation of Educator

& ASSESSMENT [#C14-027]

Central Connecticut State University

- Finding and making student teaching placements by working closely with each district facilitator and Office of School/Community Partnership staff;
- Managing the Student Teaching application process, including employing a variety of methods to share information with teacher candidates, University Supervisor, and Cooperating Teachers;
- Supporting and monitoring the entire student teaching experience for teacher candidates and their supervision teams and offering professional development opportunities to them;
- Working with the elementary and secondary education coordinators to support early field experiences;
- Coordinating a variety of functions for schools in the Professional Development School (PDS) Network; and,

chroniclevitae.com/jobs/0000806402-01

11/15/2013

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11/15/2013

- Preparation (CAEP) accreditation standards; and,
- Experience with Connecticut's Teacher Education and Mentoring Program (TEAM)

Equivalent combination of training and experience may be considered.

Preferred Qualifications:

- Masters degree;
- Experience working with culturally, ethnically and linguistically diverse student body;
- Experience with inclusive education;
- Experience with a variety of education setting such as urban, rural or alternative schools; and,
- Evidence of active participation in professional organizations.

The University: CCSU is one of four state universities with the Board of Regents for Higher

Education Connecticut State Colleges & Universities. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU's motto is more than a slogan; it articulates the University's commitment to students: Start with a dream. Finish with a future. The Princeton Review selected CCSU as one of "The Best Northeastern Colleges." CCSU serves approximately 12,200 students - 9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 20 percent of students are of traditional minority heritage. Visit our web site at <http://www.ccsu.edu/>.

The Community: CCSU is located in New Britain, a city of some 70,000, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American Arts and offers a range of cultural opportunities, including the New Britain Symphony Orchestra, the New Britain Rock Cats (Double A professional baseball), two theatres, and an extensive park system. The University is approximately two hours (by car) from both Boston and New York City.

Application & Appointment: For full consideration, applications must be received by **November 27, 2013**. Salary is commensurate

<https://chroniclevitae.com/jobs/0000806402-01>

11/15/2013

SCHOOL OF EDUCATION & PROFESSIONAL STUDIES: COORDINATOR OF SCH... Page 7 of 7

**MANUFACTURING & CONSTRUCTION
MANAGEMENT: ASSISTANT/ASSOCIATE
PROFESSOR [#C14-020]**

Central Connecticut State University

**CRIMINOLOGY & CRIMINAL JUSTICE:
ASSISTANT PROFESSOR [#C14-023]**

Central Connecticut State University

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with education and experience. To begin the application process, click on the **Apply Now** button and submit the following in one (PDF or Word) document:

- Letter of interest addressing qualifications for the position;
- Current resume; and,
- Names of three current professional references with mail and email addresses, and phone numbers.

Please redact any personally identifiable information (e.g., Social Security Number) from any documents submitted.

For more information contact Dr. Anne Pautz at (860) 832-2105 or pautza@ccsu.edu.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

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11/15/2013

Coordinator of School & Community Partnerships [#C14-026] - HigherEdJobs

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HigherEdJobs

Coordinator of School & Community Partnerships [#C14-026]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Extension and Outreach
Posted: 11/11/2013
Application Due: 11/27/2013
Type: Full Time

Central Connecticut State University's School of Education & Professional Studies (SEPS) invites applications for a full-time Coordinator of School and Community Partnerships. The incumbent of this position assists the Assistant Dean for School/Community Partnerships and Assessment within SEPS with the coordination of school/community partnerships.

Required Qualifications:

- Bachelor's degree;
- Teacher certification in one of the teacher preparation areas offered within SEPS;
- Three years teaching experience in the certification area;
- Public school administrator certification;
- Strong oral and written communication skills, and the ability to work collegially, constructively and effectively with a variety of stakeholders, groups, and individuals, as well as the ability to work independently;
- Ability to travel to relevant local school districts and other settings to support SEPS initiatives;
- Familiarity with the Connecticut State Department of Education teacher preparation regulations;
- Familiarity with National Council on the Accreditation of Teacher Education (NCATE) and Council for the Accreditation of Educator Preparation (CAEP) accreditation standards; and,
- Experience with Connecticut's Teacher Education and Mentoring Program (TEAM)

Equivalent combination of training and experience may be considered.

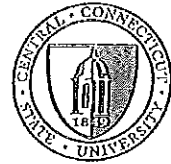
Preferred Qualifications:

- Master's degree;
- Experience working with culturally, ethnically and linguistically diverse student body;
- Experience with inclusive education;
- Experience with a variety of education setting such as urban, rural or alternative schools; and,
- Evidence of active participation in professional organizations.

For full consideration, applications must be received by November 27, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs

Application Information

Contact: Dr. Anne Pautz
School of Education & Professional Studies
Central Connecticut State University



Coord School//Community Partnerships C14-026

SCHOOL OF EDUCATION & PROFESSIONAL STUDIES: COORDINATOR OF SCHOOL & COMMUNITY PARTNERSHIPS (C14-026)

Central Connecticut State University's School of Education & Professional Studies (SEPS) invites applications for a full-time Coordinator of School and Community Partnerships. The incumbent of this position assists the Assistant Dean for Community Partnerships and Assessment within SEPS with the coordination of school/community partnerships.

Required Qualifications:

- Bachelor's degree;
- Teacher certification in one of the teacher preparation areas offered within SEPS;
- Three years teaching experience in the certification area;
- Public school administrator certification;
- Strong oral and written communication skills, and the ability to work collegially, constructively and effectively with a variety of stakeholders, groups, and individuals, as well as the ability to work independently;
- Ability to travel to relevant local school districts and other settings to support SEPS initiatives;
- Familiarity with the Connecticut State Department of Education teacher preparation regulations;
- Familiarity with the National Council on the Accreditation of Teacher Education (NCATE) and Council for the Accreditation of Educator Preparation (CAEP) accreditation standards; and,
- Experience with Connecticut's Teacher Education and Mentoring Program (TEAM)

Equivalent combination of training and experience may be considered.

Preferred Qualifications:

- Master's degree;
- Experience working with culturally, ethnically and linguistically diverse student body;
- Experience with inclusive education;
- Experience with a variety of education setting such as urban, rural or alternative schools; and,
- Evidence of active participation in professional organizations.

For full consideration, applications must be received by November 27, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Central Connecticut State University
 Location: New Britain, CT 06505
 Document ID: A7445-1XQ6

Job Type: Regular
 Job Scheduler: Full-Time
 Posted on: 11/03/2013

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Connecticut Association of Schools - Serving Students » Position Vacancies Page 1 of 1

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SCHOOL OF EDUCATION & PROFESSIONAL STUDIES: COORDINATOR OF SCHOOL & COMMUNITY PARTNERSHIPS (C14-026) (POSTEO 11/03/2013)

Central Connecticut State University

DESCRIPTION: SCHOOL OF EDUCATION & PROFESSIONAL STUDIES: COORDINATOR OF SCHOOL & COMMUNITY PARTNERSHIPS (C14-026)

Central Connecticut State University's School of Education & Professional Studies (SEPS) invites applications for a full-time Coordinator of School and Community Partnerships. The incumbent of this position assists the Assistant Dean for Community Partnerships and Assessment within SEPS with the coordination of school/community partnerships.

- Required Qualifications:
- Bachelor's degree;
 - Teacher certification in one of the teacher preparation areas offered within SEPS;
 - Three years teaching experience in the certification area;
 - Public school administrator certification;
 - Strong oral and written communication skills, and the ability to work collegially, constructively and effectively with a variety of stakeholders, groups, and individuals, as well as the ability to work independently;
 - Ability to travel to relevant local school districts and other settings to support SEPS initiatives;
 - Familiarity with the Connecticut State Department of Education teacher preparation regulations;
 - Familiarity with the National Council on the Accreditation of Teacher Education (NCATE) and Council for the Accreditation of Educator Preparation (CAEP) accreditation standards; and,
 - Experience with Connecticut's Teacher Education and Mentoring Program (TEAM)

- Preferred Qualifications:
- Master's degree;
 - Experience working with culturally, ethnically and linguistically diverse student body;
 - Experience with inclusive education;
 - Experience with a variety of education setting such as urban, rural or alternative schools; and,
 - Evidence of active participation in professional organizations.

For full consideration, applications must be received by November 27, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Central Connecticut State University

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OTHER CONNECTICUT POSITIONS:

CCSU - Full-time Coordinator of School and Community Partnerships: Central Connecticut State University's School of Education & Professional Studies (SEPS) invites applications for a full-time Coordinator of School and Community Partnerships (C14-026), which involves a variety of the school's teaching process from placement through evaluation. The responsibilities, qualifications, and application information can be found on the CCSU Human Resources website at: <http://www.ccsu.edu/humanresources>. Please note the short application deadline of November 27, 2013 for full consideration.

Connecticut Association of Public School Superintendents (C-APSS): Vacancies

Coordinator of School and Community Partnerships (C14-026)
 Posted on 11/03/2013 by Central Connecticut State University

Central Connecticut State University's School of Education & Professional Studies (SEPS) invites applications for a full-time Coordinator of School and Community Partnerships (C14-026), which involves a variety of the school's teaching process from placement through evaluation. The responsibilities, qualifications, and application information can be found on the CCSU Human Resources website at: <http://www.ccsu.edu/humanresources>.

Please note the short application deadline of November 27, 2013 for full consideration.

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Vitae SCHOOL OF EDUCATION & PROFESSIONAL STUDIES: ASSISTANT DEAN for SCHOOL/ COMMUNITY PARTNERSHIPS & ASSESSMENT [#C14-027]

Central Connecticut State University in Connecticut

Deadline 11/27/2013
Date Posted November 12, 2013
Type Administrative
Salary Not specified
Employment Type Full-time

Jobs at Central Connecticut State University

Central Connecticut State Universitys the School of Education and Professional Studies invites applications for a full-time *Assistant Dean for School/ Community Partnerships and Assessment*. The successful candidate will assist the Dean with the development, implementation, and administration of the Schools assessment plan. This position will provide supervision of the Office of Student Teaching. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

SCHOOL OF EDUCATION & PROFESSIONAL STUDIES: COORDINATOR OF SCHOOL & COMMUNITY PARTNERSHIPS [#C14-026]

Central Connecticut State University

Required Qualifications:

- Masters degree with expertise in teacher education;
- Five years of experience in K-12 education;
- Experience in data collection and reporting in a teacher preparation environment;
- Knowledge of data base management and software applications related to collection, analysis, and reporting of data;
- Familiarity with the CT Dept. of Education and Council for the Accreditation of Educator Preparation (CAEP) accreditation standards;
- Knowledge of practices, procedures, and techniques involved in the design, development, and implementation of projects, surveys, and studies in institutional assessment, planning, research, and decision making;
- Demonstrated experience in assessment of student learning outcomes in the context of institutional and program accreditation including writing assessment reports;
- Experience administering and coordinating academic programs;
- Strong oral and written communication skills; and,
- Ability to work collegially, constructively, and effectively with a variety of stakeholders, groups, and individuals, as well as ability to work independently.

<https://chroniclevitae.com/jobs/0000306908-01>

11/15/2013

Preferred Qualifications:

- Doctoral degree;
- Demonstrated experience and success in facilitating unit-wide and individual program assessments for both graduate and undergraduate programs;
- Proven ability to establish collegial relationships with both graduate and undergraduate program coordinators, specifically with regard to assessment practices;
- Supervisory experience; and,
- Demonstrated experience using database management and software applications.

For full consideration, applications must be received by **November 27, 2013**. For more information and to begin the application process, go to www.ccsu.edu/jobs.

MANUFACTURING & CONSTRUCTION MANAGEMENT: ASSISTANT/ASSOCIATE PROFESSOR [#C14-020]

Central Connecticut State University

CRIMINOLOGY & CRIMINAL JUSTICE: ASSISTANT PROFESSOR [#C14-023]

Central Connecticut State University

<https://chroniclevitae.com/jobs/0000306908-01>

11/15/2013

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Central Connecticut State University
 1000 State St., CT 06103
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Employer: **Excelsior College**
 Job Title: **Assistant Dean for Assessment and Community Partnerships**
 Location: **New Britain, CT**
 Salary: **\$53,060 to \$92,709 USD Per Year**



ASST DEAN School-Community Partnerships C14-027

SCHOOL OF EDUCATION & PROFESSIONAL STUDIES ASSISTANT DEAN for ASSESSMENT & COMMUNITY PARTNERSHIPS [C14-027]

- Required Qualifications:**
- Master's degree with expertise in teacher education;
 - Five years of experience in K-12 education;
 - Experience in data collection and reporting in a teacher preparation environment;
 - Knowledge of data base management and software applications related to collection, analysis, and reporting of data;
 - Familiarity with the CT Dept. of Education and Council for the Accreditation of Educator Preparation (CAEP) accreditation standards;
 - Knowledge of practices, procedures, and techniques involved in the design, development, and implementation of projects, surveys, and studies in institutional assessment, planning, research, and decision making;
 - Demonstrated experience in assessment of student learning outcomes in the context of institutional and program accreditation including writing assessment reports;
 - Experience administering and coordinating academic programs;
 - Strong oral and written communication skills; and,
 - Ability to work collegially, constructively, and effectively with a variety of stakeholders, groups, and individuals, as well as ability to work independently.

- Preferred Qualifications:**
- Doctoral degree;
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 - Proven ability to establish collegial relationships with both graduate and undergraduate program coordinators, specifically with regard to assessment practices;
 - Supervisory experience; and,
 - Demonstrated experience using database management and software applications.

For full consideration, applications must be received by November 27, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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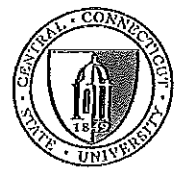
www.diverselife.net/wh/ct/new-britain/asst-dean-school-community-partnerships-c14-027 12/5/2013
 Hispanic Outlook Page 1 of 1



ASSISTANT DEAN for ASSESSMENT & COMMUNITY PARTNERSHIPS [C14-027]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Extension and Outreach
Posted: 11/12/2013
Application Due: 11/27/2013
Type: Full Time
Salary: \$53,060 to \$92,709 USD Per Year

Central Connecticut State University's the School of Education and Professional Studies invites applications for a full-time Assistant Dean for Assessment and Community Partnerships and Assessment. The successful candidate will assist the Dean with the development, implementation, and administration of the School's assessment plan. This position will provide supervision of the Office of Student Teaching. Candidates are expected to be committed to multiculturalism and working with a diverse student body.



- Required Qualifications:**
- Master's degree with expertise in teacher education;
 - Five years of experience in K-12 education;
 - Experience in data collection and reporting in a teacher preparation environment;
 - Knowledge of data base management and software applications related to collection, analysis, and reporting of data;
 - Familiarity with the CT Dept. of Education and Council for the Accreditation of Educator Preparation (CAEP) accreditation standards;
 - Knowledge of practices, procedures, and techniques involved in the design, development, and implementation of projects, surveys, and studies in institutional assessment, planning, research, and decision making;
 - Demonstrated experience in assessment of student learning outcomes in the context of institutional and program accreditation including writing assessment reports;
 - Experience administering and coordinating academic programs;
 - Strong oral and written communication skills; and,
 - Ability to work collegially, constructively, and effectively with a variety of stakeholders, groups, and individuals, as well as ability to work independently.

- Preferred Qualifications:**
- Doctoral degree;
 - Demonstrated experience and success in facilitating unit-wide and individual program assessments for both graduate and undergraduate programs;
 - Proven ability to establish collegial relationships with both graduate and undergraduate program coordinators, specifically with regard to assessment practices;
 - Supervisory experience; and,
 - Demonstrated experience using database management and software applications.

For full consideration, applications must be received by November 27, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

<http://www.higheredjobs.com/search/details.cfm?jobcode=175825230&aID=1027&print...> 11/15/2013

Asst Dean: School-Community Partnerships C14-027 at Central Connecticut State Univer... Page 1 of 1

Asst Dean: School-Community Partnerships C14-027

SCHOOL OF EDUCATION & PROFESSIONAL STUDIES; ASSISTANT DEAN for ASSESSMENT & COMMUNITY PARTNERSHIPS [C14-027]

Central Connecticut State University's the School of Education and Professional Studies invites applications for a full-time Assistant Dean for Assessment and Community Partnerships and Assessment. The successful candidate will assist the Dean with the development, implementation, and administration of the School's assessment plan. This position will provide supervision of the Office of Student Teaching. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

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 - Demonstrated experience in assessment of student learning outcomes in the context of institutional and program accreditation including writing assessment reports;
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 - Demonstrated experience and success in facilitating unit-wide and individual program assessments for both graduate and undergraduate programs;
 - Proven ability to establish collegial relationships with both graduate and undergraduate program coordinators, specifically with regard to assessment practices;
 - Supervisory experience; and,
 - Demonstrated experience using database management and software applications.

For full consideration, applications must be received by November 27, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Central Connecticut State University
 Location: New Britain, CT 06101
 Document ID: A7452-2200
 Job Type: Regular
 Job Schedule: Full-time
 Posted on: 11/12/2013

Hispanic Outlook

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SCHOOL OF EDUCATION & PROFESSIONAL STUDIES; ASSISTANT DEAN FOR SCHOOL/COMMUNITY PARTNERSHIPS & ASSESSMENT [C14-027] (POSTED 11/14/2013)

Central Connecticut State University

DESCRIPTION:
 SCHOOL OF EDUCATION & PROFESSIONAL STUDIES ASSISTANT DEAN for SCHOOL/COMMUNITY PARTNERSHIPS & ASSESSMENT [C14-027]

Central Connecticut State University's the School of Education and Professional Studies invites applications for a full-time Assistant Dean for School-Community Partnerships and Assessment. The successful candidate will assist the Dean with the development, implementation, and administration of the School's assessment plan. This position will provide supervision of the Office of Student Teaching. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Master's degree with expertise in teacher education;
- Five years of experience in K-12 education;
- Experience in data collection and reporting in a teacher preparation environment;
- Knowledge of data base management and software applications related to collection, analysis, and reporting of data;
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- Supervisory experience; and,
- Demonstrated experience using database management and software applications.

For full consideration, applications must be received by November 27, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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 Central Connecticut State University
 New Britain, New Britain, CT 06103

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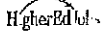
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INFORMATION TECHNOLOGY: SERVER SUPPORT SPECIALIST [FC14-028]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Admin - Computing - Network/System Administration
Posted: 11/12/2013
Application Due: 11/27/2013
Type: Full Time
Salary: \$49,476 to \$81,699 USD Per Year

The department of Information Technology invites applications for a full-time Server Support Specialist. The successful candidate will be responsible for the day-to-day management of academic and general purpose file, print, and application servers maintained by Information Technology. Candidates are expected to be committed to multiculturalism and working with a diverse student body.



- Required Qualifications:
- Bachelor's degree in Computer Science, Engineering, or equivalent;
- Two years of experience supporting microcomputer hardware and software in a client/server environment with client/server systems including applications, operating systems software and relational database;
- Extensive knowledge of current server operating systems in use at the University such as Windows Server: 2003, 2008, 2008 R2, 2012 and/or Linux especially Red Hat based distributions;
- Must also have experience with Networking concepts and protocols (TCP/IP, DNS, etc.), basic network hardware and software troubleshooting; Server Operating Systems; ASP.net development; IIS web server administration; Powershell; Terminal Services; Microsoft SQL Server database administration; Windows Print server administration; VMware administration; Anti-SPAM configuration and administration; Managing cloud-based solutions; Supporting desktop operating systems like Windows 7 and Mac OS X;
- Good interpersonal skills with demonstrated ability to work well with others.

- Preferred Qualifications:
- Experience with administration of Microsoft DNS and DHCP servers;
- Experience troubleshooting IIS 6, IIS 7 and/or IIS 7.5 including scripting of configuration changes & experience with ASP.NET web development that includes technologies such as AJAX, JQuery, MVC, CF and/or VB.NET. Experience with software development experience that includes T-SQL development, including stored procedures and troubleshooting with SQL 2005 or newer;
- Knowledge of the development of PowerShell scripts to automate datacenter and server administration tasks;
- Experience with Windows 2008 print servers supporting Windows 7 desktops and configuration and troubleshooting of HP and SAVII brand multi-function printers and drivers;
- Experience with Terminal Services and/or Citrix XenApp; desktop support experience that includes an understanding of Group Policy, logn scripts and profiles.

Server Support Specialist [FC14-028]

INFORMATION TECHNOLOGY: SERVER SUPPORT SPECIALIST [FC14-028]

The department of Information Technology invites applications for a full-time Server Support Specialist. The successful candidate will be responsible for the day-to-day management of academic and general purpose file, print, and application servers maintained by Information Technology. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Bachelor's degree in Computer Science, Engineering, or equivalent;
- Two years of experience supporting microcomputer hardware and software in a client/server environment with client/server systems including applications, operating systems software and relational database;
- Extensive knowledge of current server operating systems in use at the University such as Windows Server: 2003, 2008, 2008 R2, 2012 and/or Linux especially Red Hat based distributions;
- Must also have experience with Networking concepts and protocols (TCP/IP, DNS, etc.), basic network hardware and software troubleshooting; Server Operating Systems; ASP.net development; IIS web server administration; Powershell; Terminal Services; Microsoft SQL Server database administration; Windows Print server administration; VMware administration; Anti-SPAM configuration and administration; Managing cloud-based solutions; Supporting desktop operating systems like Windows 7 and Mac OS X;
- Good interpersonal skills with demonstrated ability to work well with others.

Preferred Qualifications:

- Experience with administration of Microsoft DNS and DHCP servers;
- Experience troubleshooting IIS 6, IIS 7 and/or IIS 7.5 including scripting of configuration changes & experience with ASP.NET web development that includes technologies such as AJAX, JQuery, MVC, CF and/or VB.NET. Experience with software development experience that includes T-SQL development, including stored procedures and troubleshooting with SQL 2005 or newer;
- Knowledge of the development of PowerShell scripts to automate datacenter and server administration tasks;
- Experience with Windows 2008 print servers supporting Windows 7 desktops and configuration and troubleshooting of HP and SAVII brand multi-function printers and drivers;
- Experience with Terminal Services and/or Citrix XenApp; desktop support experience that includes an understanding of Group Policy, logn scripts and profiles.
- Knowledge of VMware administration including ESX 4.1, vSphere 5 and/or newer, and leveraging NFS datastores and NetApp technology.

For full consideration, applications must be received by November 27, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Central Connecticut State University
Job Type: Regular
Job Schedule: Full-Time
Location: New Britain, CT 06010
Document ID: A7452-QJL
Posted on: 11/12/2013

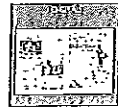
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Hispanic Outlook

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Outlook IN HIGHER EDUCATION MAGAZINE
FROM: ADULTS ADVANTAGE NEEDS JOB LISTINGS MARKET HEADLINES



INFORMATION TECHNOLOGY: SERVER SUPPORT SPECIALIST [FC14-028] (POSTED 11/12/2013)

Central Connecticut State University

DESCRIPTION
INFORMATION TECHNOLOGY: SERVER SUPPORT SPECIALIST [FC14-028]
The department of Information Technology invites applications for a full-time Server Support Specialist. The successful candidate will be responsible for the day-to-day management of academic and general purpose file, print, and application servers maintained by Information Technology. Candidates are expected to be committed to multiculturalism and working with a diverse student body.
Required Qualifications:
- Bachelor's degree in Computer Science, Engineering, or equivalent;
- Two years of experience supporting microcomputer hardware and software in a client/server environment with client/server systems including applications, operating systems software and relational database;
- Extensive knowledge of current server operating systems in use at the University such as Windows Server: 2003, 2008, 2008 R2, 2012 and/or Linux especially Red Hat based distributions;
- Must also have experience with Networking concepts and protocols (TCP/IP, DNS, etc.), basic network hardware and software troubleshooting; Server Operating Systems; ASP.net development; IIS web server administration; Powershell; Terminal Services; Microsoft SQL Server database administration; Windows Print server administration; VMware administration; Anti-SPAM configuration and administration; Managing cloud-based solutions; Supporting desktop operating systems like Windows 7 and Mac OS X;
- Good interpersonal skills with demonstrated ability to work well with others.
Preferred Qualifications:
- Experience with administration of Microsoft DNS and DHCP servers;
- Experience troubleshooting IIS 6, IIS 7 and/or IIS 7.5 including scripting of configuration changes & experience with ASP.NET web development that includes technologies such as AJAX, JQuery, MVC, CF and/or VB.NET. Experience with software development experience that includes T-SQL development, including stored procedures and troubleshooting with SQL 2005 or newer;
- Knowledge of the development of PowerShell scripts to automate datacenter and server administration tasks;
- Experience with Windows 2008 print servers supporting Windows 7 desktops and configuration and troubleshooting of HP and SAVII brand multi-function printers and drivers;
- Experience with Terminal Services and/or Citrix XenApp; desktop support experience that includes an understanding of Group Policy, logn scripts and profiles.
- Knowledge of VMware administration including ESX 4.1, vSphere 5 and/or newer, and leveraging NFS datastores and NetApp technology.

For full consideration, applications must be received by November 27, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Contact:
Central Connecticut State University
New Britain, North East Building 200

© 2013 Higher Education Jobs Magazine
12000 Avenue Road, Suite 100, San Diego, CA 92121



Central Connecticut State University

RUTGERS
UC DAVIS
UNIVERSITY OF CALIFORNIA

INFORMATION TECHNOLOGY: SERVER SUPPORT SPECIALIST [FC14-028]

INFORMATION TECHNOLOGY: SERVER SUPPORT SPECIALIST [FC14-028]

Central Connecticut State University
Job Description
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For full consideration, applications must be received by November 27, 2013. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Job Requirements

- Required Qualifications:
- Bachelor's degree in Computer Science, Engineering, or equivalent;
- Two years of experience supporting microcomputer hardware and software in a client/server environment with client/server systems including applications, operating systems software and relational database;
- Extensive knowledge of current server operating systems in use at the University such as Windows Server: 2003, 2008, 2008 R2, 2012 and/or Linux especially Red Hat based distributions;
- Must also have experience with Networking concepts and protocols (TCP/IP, DNS, etc.), basic network hardware and software troubleshooting; Server Operating Systems; ASP.net development; IIS web server administration; Powershell; Terminal Services; Microsoft SQL Server database administration; Windows Print server administration; VMware administration; Anti-SPAM configuration and administration; Managing cloud-based solutions; Supporting desktop operating systems like Windows 7 and Mac OS X;
- Good interpersonal skills with demonstrated ability to work well with others.

- Preferred Qualifications:
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- Experience troubleshooting IIS 6, IIS 7 and/or IIS 7.5 including scripting of configuration changes & experience with ASP.NET web development that includes technologies such as AJAX, JQuery, MVC, CF and/or VB.NET. Experience with software development experience that includes T-SQL development, including stored procedures and troubleshooting with SQL 2005 or newer;
- Knowledge of the development of PowerShell scripts to automate datacenter and server administration tasks;
- Experience with Windows 2008 print servers supporting Windows 7 desktops and configuration and troubleshooting of HP and SAVII brand multi-function printers and drivers;
- Experience with Terminal Services and/or Citrix XenApp; desktop support experience that includes an understanding of Group Policy, logn scripts and profiles.
- Knowledge of VMware administration including ESX 4.1, vSphere 5 and/or newer, and leveraging NFS datastores and NetApp technology.

Job Snapshot

Table with 2 columns: Field Name and Value. Fields include Contact Name (Chief Architect), Contact Info (484-2313), Location (New Britain, CT), Employment Type (Full-Time), Job Type (Information Technology), Education (4 Year Degree), Experience (At least 2 years), Managerial Status (Not Specified), Industry (Education - Teaching - Administration), Required Travel (Not Specified), and Job ID (01608).

Consideration: Full-time position and preference when applying to a job online, an employer will usually require a prospective employer, provide credit and background check information, or perform any and all necessary background checks.
By applying to a job online, you are agreeing to comply with and be bound by the Central Connecticut State University Terms and Conditions for use of our website. You can view the full terms and conditions at www.ccsu.edu/jobs.

ADVERTISING INFORMATION

SEARCH # C14-014 DEPARTMENT: IT
TITLE: Desktop Support Assist RANK: 2

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAID
			CHRONICLE OF HIGHER ED	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		CAREERBUILDER	
			<u>DAS</u>	
<input checked="" type="checkbox"/>		NG	HISPANIC OUTLOOK	
<input checked="" type="checkbox"/>		NG	DIVERSE ISSUES	
<input checked="" type="checkbox"/>		NG	HIGHEREDJOBS.COM	
<input checked="" type="checkbox"/>			CCSU WEBSITE	

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JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____

ADVERTISING INFORMATION

SEARCH # C14-008 DEPARTMENT: Student Wellness SWS
TITLE: Psychiatric APRN/Nurse Practitioner RANK: 4

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAID
<input checked="" type="checkbox"/>			CHRONICLE OF HIGHER ED	
<input checked="" type="checkbox"/>		<u>300</u>	CAREERBUILDER	<u>4/9/08</u>
<input checked="" type="checkbox"/>		NG	HISPANIC OUTLOOK	
<input checked="" type="checkbox"/>		NG	DIVERSE ISSUES	
<input checked="" type="checkbox"/>		NG	HIGHEREDJOBS.COM	
<input checked="" type="checkbox"/>			CCSU WEBSITE	

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ADVERTISING INFORMATION

SEARCH # C14-002 DEPARTMENT: ITBD
TITLE: Business Development Mgr RANK: 5

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DATE	WEB OR PRINT	COST	BANNER	PAID
			CHRONICLE OF HIGHER ED	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>300</u>	CAREERBUILDER	
<input checked="" type="checkbox"/>			<u>HR Business Journal</u>	<u>ITBD01</u>
<input checked="" type="checkbox"/>		NG	HISPANIC OUTLOOK	
<input checked="" type="checkbox"/>		NG	DIVERSE ISSUES	
<input checked="" type="checkbox"/>		NG	HIGHEREDJOBS.COM	
<input checked="" type="checkbox"/>			CCSU WEBSITE	

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JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____

ADVERTISING INFORMATION

SEARCH # C14-001 DEPARTMENT: MEDIA TECHNOLOGY
TITLE: MEDIA TECHNICIAN RANK: 2

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAID
<input checked="" type="checkbox"/>			CHRONICLE OF HIGHER ED	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>300</u>	CAREERBUILDER	
<input checked="" type="checkbox"/>		NG	HISPANIC OUTLOOK	
<input checked="" type="checkbox"/>		NG	DIVERSE ISSUES	
<input checked="" type="checkbox"/>		NG	HIGHEREDJOBS.COM	
<input checked="" type="checkbox"/>			CCSU WEBSITE	

JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____
JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____

ADVERTISING INFORMATION

SEARCH # N/A DEPARTMENT: CIE
 TITLE: UNIVERSITY ASSISTANT RANK: _____

Gustin Advertising
 115 Dean Ave., Suite 100
 Franklin, MA 02038

Invoice

DATE	INVOICE NO.
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BILL TO
Central Connecticut State University Attn: Accounts Payable PO Box 4010 New Britain, CT 06050-4010

*Approved
 7/19/13*

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAYD
<input checked="" type="checkbox"/>	CHRONICLE OF HIGHER ED			
<input checked="" type="checkbox"/>	CAREERBUILDER	CIE 001		
	HISPANIC OUTLOOK	NC		
	DIVERSE ISSUES	NC		
	HIGHEREDJOBS.COM	NC		
	CCSU WEBSITE			

AD #	MEDIA	DATE	SIZE	TITLE	AMOUNT
63431	Chronicle of Higher Education	07/01/13	25	Posting Package	726.75
	Commission for Contract	0530/14			
	Placed by Xirra Portera				
Payment is due upon receipt. Phone: 508-541-1238 Fax: 508-541-8006 FID# 04-34-09767					Total 726.75

ADVERTISING VOUCHER # HR 14-05 COMPLETED BY/DATE: 12/19/13
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ADVERTISING INFORMATION

SEARCH # C14-025 DEPARTMENT: School Arts & Sciences
 TITLE: Academic Advising RANK: 3

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

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<input checked="" type="checkbox"/>	CHRONICLE OF HIGHER ED			
<input checked="" type="checkbox"/>	CAREERBUILDER			
<input checked="" type="checkbox"/>	HISPANIC OUTLOOK	NC		
<input checked="" type="checkbox"/>	DIVERSE ISSUES	NC		
<input checked="" type="checkbox"/>	HIGHEREDJOBS.COM	NC		
<input checked="" type="checkbox"/>	CCSU WEBSITE			

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ADVERTISING INFORMATION

SEARCH # C14-024 DEPARTMENT: Physics & Earth Science
 TITLE: Asst Prof RANK: 1

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAID
<input checked="" type="checkbox"/>	CHRONICLE OF HIGHER ED			
<input checked="" type="checkbox"/>	CAREERBUILDER			
<input checked="" type="checkbox"/>	<u>Not Black Society Black Physicists</u>	<u>\$411</u>	<u>W</u>	<u>CCSU Phys</u>
<input checked="" type="checkbox"/>	<u>Physics Today</u>	<u>1,100</u>		<u>CP000</u>
<input checked="" type="checkbox"/>	HISPANIC OUTLOOK	NC		
<input checked="" type="checkbox"/>	DIVERSE ISSUES	NC		
<input checked="" type="checkbox"/>	HIGHEREDJOBS.COM	NC		
<input checked="" type="checkbox"/>	CCSU WEBSITE			

JOURNAL VOUCHER # HR14-03 COMPLETED BY/DATE: 12/6/13
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SEARCH # C14-023 DEPARTMENT: Criminology
 TITLE: ASSISTANT PROF RANK: _____

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DATE	WEB OR PRINT	COST	BANNER	PAID
<input checked="" type="checkbox"/>	CHRONICLE OF HIGHER ED			
<input checked="" type="checkbox"/>	CAREERBUILDER			
<input checked="" type="checkbox"/>	<u>Amer Soc Crimology</u>	<u>265</u>	<u>Crimo</u>	
<input checked="" type="checkbox"/>	HISPANIC OUTLOOK	NC		
<input checked="" type="checkbox"/>	DIVERSE ISSUES	NC		
<input checked="" type="checkbox"/>	HIGHEREDJOBS.COM	NC		
<input checked="" type="checkbox"/>	CCSU WEBSITE			

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 JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____

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 Franklin, MA 02038

Invoice

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10/01/13	31763

BILL TO
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 Acct. Accounts Payable
 PO Box 4310
 New Britain, CT 06050-4310

AD #	MEDIA	DATE	SIZE	TITLE	AMOUNT
63514	AAMF Log	09/20/13	post	Asst. Prof. Connecting	420.00
Placed by Karen Pickett					
605062017					
APPROVED 10/07/13 PORTBRAK					
Payment is due upon receipt. Phone: 508-541-1238 Fax: 508-541-5005					Total
					\$420.00

ADVERTISING INFORMATION

SEARCH # C14-019 DEPARTMENT: NURSING
 TITLE: Asst/Assoc Prof RANK: _____

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAID
			CHRONICLE OF HIGHER ED	
			CAREERBUILDER	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>295</u>	<u>ACCN</u>	<u>CPOC</u>
			HISPANIC OUTLOOK	NC
<input checked="" type="checkbox"/>			DIVERSE ISSUES	NC
<input checked="" type="checkbox"/>			HIGHEREDJOBS.COM	NC
<input checked="" type="checkbox"/>			CCSU WEBSITE	

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Invoice

DATE	INVOICE NO.
10/15/13	31690

BILL TO
 Central Connecticut State University
 Attn: Accounts Payable
 PO Box 4910
 New Britain, CT 06604-4910

AD #	MEDIA	DATE	SIZE	TITLE	AMOUNT
63523	ccsuweb.com	10/01/13	print	Nursing	295.00
APPROVED 10/15/13 PORTERAK					
Total					295.00

Payment is due upon receipt. Phone: 508-541-1228 Fax: 508-541-4006
 SDS 04-34/2013

ADVERTISING INFORMATION

SEARCH # C14-018 DEPARTMENT: Institutional Advancement
 TITLE: Major Gifts Associate RANK: 3

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAID
			CHRONICLE OF HIGHER ED	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>300</u>	CAREERBUILDER	
<input checked="" type="checkbox"/>			HISPANIC OUTLOOK	NC
<input checked="" type="checkbox"/>			DIVERSE ISSUES	NC
<input checked="" type="checkbox"/>			HIGHEREDJOBS.COM	NC
<input checked="" type="checkbox"/>			CCSU WEBSITE	

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 JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____

ADVERTISING INFORMATION

SEARCH # C14-015 DEPARTMENT: ATHLETICS
 TITLE: Asst Women's Lacrosse RANK: _____
P/T

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAID
			CHRONICLE OF HIGHER ED	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>275</u>	CAREERBUILDER	<u>CPOC</u>
			<u>NCAA</u>	
			HISPANIC OUTLOOK	NC
			DIVERSE ISSUES	NC
			HIGHEREDJOBS.COM	NC
<input checked="" type="checkbox"/>			CCSU WEBSITE	

JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____
 JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____

SCHOOL OF BUSINESS: ADVISING & STUDENT SUPPORT SPECIALIST [#C14-042]

Central Connecticut State University's School of Business invites applications for an Advising and Student Support Specialist. The successful candidate will deliver comprehensive advising for students interested in pursuing one of the degree programs in the School of Business, ensure successful articulation of transfer credits and increased student satisfaction, retention and graduation, update and maintain web pages for The Learning Center and other appropriate departments and assist with the maintenance of the School-based web pages to highlight student successes and ensure accurate information as it relates to advising.

Required Qualifications:

- Bachelor's degree;
- Three (3) years of experience (full-time equivalency) in relevant advising and student support services in higher education;
- Experience working with transfer student populations, and advising students in professional degree programs;
- Experience using student information databases, such as Banner, etc.;
- Experience with web-based technology;
- Demonstrated strong oral and written communication and organizational skills; and,
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications:

- Experience developing technological solutions for student support services;
- Experience with student mentoring programs; and,
- Experience managing tutoring programs to assist at-risk students.

Credentials and/or experience substantially comparable to the above may also be considered.

The University: CCSU is a comprehensive public university, one of four universities in the Connecticut State University System. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU's motto is more than a slogan; it articulates the University's commitment to students: "Start with a dream. Finish with a future." The Princeton Review selected CCSU as one of "The Best Northeastern Colleges." CCSU services approximately 12,200 students - 9,500 undergraduates and 2,700 graduates. CCSU is richly diverse; more than 20 percent of students are of traditional minority heritage. Visit our web site at <http://www.ccsu.edu/>.

The Community: CCSU is located in New Britain, a city of some 70,000, within a 10-minute drive of the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American Arts and offers a range of culture opportunities, including the New Britain Symphony Orchestra, the New Britain Rock Cats (Double A professional baseball), two theatres, and an extensive park system. The University is approximately 2 hours (by car) from both Boston and New York City.

Application & Appointment: For full consideration, applications must be received by February 13, 2014. To begin the application process click on the **Apply Now** button and submit the following in a single file:

- Letter of interest addressing qualifications for the position;
- Current curriculum vita or resume; and,
- Names of three current professional references with mail and email addresses, and phone numbers.

No emailed or hard copies will be accepted. Please redact any personally identifiable information (e.g., Social Security Number) on any documents submitted.

1: January 13, 2014 10:04 AM

Gustin Advertising
115 Dean Ave., Suite 100
Franklin, MA 02038

CCSU BUSINESS OFFICE
2014 JAN 10 PM 2:51

Invoice

DATE	INVOICE NO.
01/07/14	32025

BILL TO
Central Connecticut State University
Attn: Accounts Payable
PO Box 4910
New Britain, CT 06604-4910

AD #	MEDIA	DATE	SIZE	TITLE	AMOUNT
610	AACH	12/29/13	post	Nursing	201.18
521	Advertising	01/07/14	post	Philosophy	255.00
123	American Football Coaches Assoc.	01/07/14	post	Football Coach	244.00
APPROVED 01/13/14 PORTERAK					
	Various Local Group Year	01/07/14	post	Various Group	372.00
	Various Local Group	01/07/14	post	Various Group	781.00
Total					\$741.18

ADVERTISING INFORMATION

SEARCH # C14-040 DEPARTMENT: VETERANS AFFAIR
TITLE: RETENTION ASSISTANT RANK: 2

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAID
<input checked="" type="checkbox"/>	CHRONICLE OF HIGHER ED			
<input checked="" type="checkbox"/>	CAREERBUILDER	300		
<input checked="" type="checkbox"/>	HISPANIC OUTLOOK	NC		
<input checked="" type="checkbox"/>	DIVERSE ISSUES	NC		
<input checked="" type="checkbox"/>	HIGHEREDJOBS.COM	NC		
<input checked="" type="checkbox"/>	CCSU WEBSITE			

JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____
JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____

ADVERTISING INFORMATION

SEARCH # C14-038 DEPARTMENT: ATHLETICS
TITLE: HEAD FOOTBALL COACH RANK: _____

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAID
<input checked="" type="checkbox"/>	CHRONICLE OF HIGHER ED			
<input checked="" type="checkbox"/>	CAREERBUILDER			
<input checked="" type="checkbox"/>	NCAA	275		<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	Black Coaches Assoc			
<input checked="" type="checkbox"/>	Amer Football Coaches Assn	245		<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	HISPANIC OUTLOOK	NC		
<input checked="" type="checkbox"/>	DIVERSE ISSUES	NC		
<input checked="" type="checkbox"/>	HIGHEREDJOBS.COM - w/African Action Email	NC		
<input checked="" type="checkbox"/>	CCSU WEBSITE			

JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____
JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____

ADVERTISING INFORMATION

SEARCH # C14-034 DEPARTMENT: MATHEMATICAL SCIENCES
 TITLE: ASSISTANT Prof. RANK: _____

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAID
	CHRONICLE OF HIGHER ED			
	CAREERBUILDER			
	EIMS	265	MATH 61	
	MATHJOBS	416.48		
	HISPANIC OUTLOOK	NC		
	DIVERSE ISSUES	NC		
	HIGHEREDJOBS.COM	NC		
	CCSU WEBSITE			

JOURNAL VOUCHER # HR-14-04 COMPLETED BY/DATE: 12/6/13
 JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____

ADVERTISING INFORMATION

SEARCH # C14-031 DEPARTMENT: Engineering-Mechanical
 TITLE: Asst/Assoc Prof. RANK: _____

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAID
<input checked="" type="checkbox"/>	CHRONICLE OF HIGHER ED	193.80		
	CAREERBUILDER			
	Mechanical Engineering	295	ENGR 01	
	Academic Keys	395		
	HISPANIC OUTLOOK	NC		
	DIVERSE ISSUES	NC		
	HIGHEREDJOBS.COM	NC		
	CCSU WEBSITE			

JOURNAL VOUCHER # HR14-03 COMPLETED BY/DATE: 12/6/13
 JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____

ADVERTISING INFORMATION

SEARCH # C14-028 DEPARTMENT: IT
 TITLE: SERVER SUPPORT SPECIALIST RANK: 3

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

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<input checked="" type="checkbox"/>	CHRONICLE OF HIGHER ED			
<input checked="" type="checkbox"/>	CAREERBUILDER	300	CP000	
<input checked="" type="checkbox"/>	HISPANIC OUTLOOK	NC		
<input checked="" type="checkbox"/>	DIVERSE ISSUES	NC		
<input checked="" type="checkbox"/>	HIGHEREDJOBS.COM	NC		
<input checked="" type="checkbox"/>	CCSU WEBSITE			

JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____
 JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____

ADVERTISING INFORMATION

SEARCH # C14-025 DEPARTMENT: School Arts & Sciences
 TITLE: Academic Advising RANK: 3

TO BE ADVERTISED IN THE FOLLOWING: (CHECK ALL THAT APPLY)

DATE	WEB OR PRINT	COST	BANNER	PAID
<input checked="" type="checkbox"/>	CHRONICLE OF HIGHER ED			
<input checked="" type="checkbox"/>	CAREERBUILDER			
<input checked="" type="checkbox"/>	HISPANIC OUTLOOK	NC		
<input checked="" type="checkbox"/>	DIVERSE ISSUES	NC		
<input checked="" type="checkbox"/>	HIGHEREDJOBS.COM	NC		
<input checked="" type="checkbox"/>	CCSU WEBSITE			

JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____
 JOURNAL VOUCHER # _____ COMPLETED BY/DATE: _____

VETERANS AFFAIRS: RETENTION ASSISTANT [#C14-040]

Central Connecticut State University
Job Description

If Connecticut State University's Department of Veterans Affairs seeks applications for a Lifeline Veterans Retention Assistant. The successful candidate will assist the Veterans Affairs Coordinator with facilitating the transition, retention, and delivery of services to student veterans, reservists, and National Guard members, and coordinate activity on campus to student groups, services, and scholarship. Candidates are expected to be committed to professional and working with a diverse student body.

For consideration, applications must be received by December 23, 2013. Salary is commensurate with experience. To begin the application process, go to www.ccsu.edu/jobs.

Job Requirements

Required Qualifications

- Bachelor's degree
- Two years of work experience serving student veterans
- Commitment to serving culturally, ethnically and linguistically diverse communities and
- Demonstrated proficiency in oral, interpersonal, and written communication skills.

Preferred Qualifications

- Demonstrated proficiency with Microsoft Office Suite
- Experience working with students on veterans educational benefits
- Knowledge of the VA regulations
- Experience with student information system
- Military experience

Job Snapshot

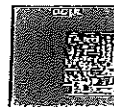
Contact Name	Jan Tiedel
Post Date	12/23/13
Location	New Britain, CT
Employment Type	Full Time
Job Type	Education
Education	4 Year Degree
Experience	At least 2 years
Manages Others	Not Specified
Industry	Education - Training - Administration
Required Travel	Not Specified
Job ID	C14-040

Connecticut Tip: For your privacy and protection, when applying to a job online, we use your email address to create a prospective employer profile on our end or link account information, or perform any sort of secondary transaction. Learn more.

By applying to a job with Central Connecticut State University you are agreeing to comply with and be subject to the Central Connecticut State University Terms and Conditions for use of our website. To view our website, you must agree with the Terms and Conditions and to be held in accordance with our policies.



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VETERANS AFFAIRS: RETENTION ASSISTANT [#C14-040] (POSTED 12/23/2013)

Central Connecticut State University

Description
VETERANS AFFAIRS: RETENTION ASSISTANT [#C14-040]
Central Connecticut State University's Department of Veterans Affairs is seeking applications for a Lifeline Veterans Retention Assistant. The successful candidate will assist the Veterans Affairs Coordinator with facilitating the transition, retention, and delivery of services to student veterans, reservists, and National Guard members, and coordinate activity on campus to student groups, services, and scholarship. Candidates are expected to be committed to professional and working with a diverse student body.

Required Qualifications
• Bachelor's degree
• Two years of work experience serving student veterans
• Commitment to serving culturally, ethnically and linguistically diverse communities and
• Demonstrated proficiency in oral, interpersonal, and written communication skills.

Preferred Qualifications
• Demonstrated proficiency with Microsoft Office Suite
• Experience working with students on veterans educational benefits
• Knowledge of the VA regulations
• Experience with student information system
• Military experience

For full consideration, applications must be received by December 23, 2013. Salary is commensurate with experience. To begin the application process, go to www.ccsu.edu/jobs.

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STUDENT WELLNESS SERVICES: ASSOCIATE DIRECTOR, COUNSELING...

Student Wellness Services: Associate Director, Counseling [#C14-041] - H...

STUDENT WELLNESS SERVICES: ASSOCIATE DIRECTOR, COUNSELING [4C14-041]

Central Connecticut State University is Connected

- Size
- ICSA
- Deadline: January 15, 2014
- Date Posted: December 5, 2013
- Type: Administrative
- Salary: Not specified
- Employment Type: Full-time

Central Connecticut State University's Student Wellness Services invites applications for a Full-time Associate Director, Counseling Services. Under the supervision of the Director of Student Wellness Services, the successful candidate will oversee the daily operation and clinical management of the Counseling Center which provides students with mental/educational health services as part of the integrated Department of Student Wellness Services.

Required Qualifications

- Master's degree in Psychology, Counseling, Social Work, or other mental health related field
- Four years of direct counseling experience at a university or college counseling center
- Currently licensed as a mental health provider by the State of Connecticut or an equivalent license in another state
- Commitment to serving a culturally, ethnically and linguistically diverse student body.

Equivalent combination of training and experience may be considered.

Preferred Qualifications

- Doctorate in Psychology, Counseling, Social Work, or other mental health related field
- Administrative experience in a college counseling center or equivalent setting
- Experience as a clinical supervisor
- Experience in an integrated medical, mental health and health education setting
- Experience with working with graduate student internships and assistantships
- Mental health counseling theory, assessment, psycho-educational assessment and program evaluation experience
- Electronic health record experience
- Demonstrated track record of problem-solving, conflict-resolution, decision-making, and customer service skills and
- Experience working in a collaborative teaching environment.

Application & Appointment: For full consideration, applications must be received by January 15, 2014. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Hispanic Outlook

Student Wellness Services: Associate Director, Counseling [#C14-041]

- Institution: Central Connecticut State University
- Location: New Britain, CT
- Category: Admin - Counseling
- Postcode: 12069013
- Application Date: 04/10/2014
- Type: Full Time
- Salary: \$58,624 to \$103,720 USD Per Year

Central Connecticut State University's Student Wellness Services invites applications for a Full-time Associate Director, Counseling Services. Under the supervision of the Director of Student Wellness Services, the successful candidate will oversee the daily operation and clinical management of the Counseling Center which provides students with mental/educational health services as part of the integrated Department of Student Wellness Services.



Required Qualifications

- Master's degree in Psychology, Counseling, Social Work, or other mental health related field
- Four years of direct counseling experience at a university or college counseling center
- Currently licensed as a mental health provider by the State of Connecticut or an equivalent license in another state
- Commitment to serving a culturally, ethnically and linguistically diverse student body.

Equivalent combination of training and experience may be considered.

Preferred Qualifications

- Doctorate in Psychology, Counseling, Social Work, or other mental health related field
- Administrative experience in a college counseling center or equivalent setting
- Experience as a clinical supervisor
- Experience in an integrated medical, mental health and health education setting
- Experience with working with graduate student internships and assistantships
- Mental health counseling theory, assessment, psycho-educational assessment and program evaluation experience
- Electronic health record experience
- Demonstrated track record of problem-solving, conflict-resolution, decision-making, and customer service skills and
- Experience working in a collaborative teaching environment.

Application & Appointment: For full consideration, applications must be received by January 15, 2014. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

- Contact: Scott Hazzan
- Search Committee Chair
- Central Connecticut State University
- Online App. Form: <http://www.ccsu.edu/jobs>

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STUDENT WELLNESS SERVICES: ASSOCIATE DIRECTOR, COUNSELING [#C14-041] (POSTED 12/05/2013)

Central Connecticut State University

DESCRIPTION
STUDENT WELLNESS SERVICES: ASSOCIATE DIRECTOR, COUNSELING [#C14-041]

Central Connecticut State University's Student Wellness Services invites applications for a full-time Associate Director, Counseling Services Under the supervision of the Director of Student Wellness Services, the successful candidate will oversee the daily operation and clinical management of the Counseling Center which provides students with mental/behavioral health services as part of the Integrated Department of Student Wellness Services.

Required Qualifications

- Master's degree in Psychology, Counseling, Social Work, or other mental health related field;
- Four years of direct counseling experience at a university or college counseling center;
- Currently licensed as a mental health provider by the State of Connecticut or immediate license eligible; and,
- Commitment to serving a culturally, ethnically and linguistically diverse student body.

Equivalent combination of training and experience may be considered.

Preferred Qualifications

- Doctorate in Psychology, Counseling, Social Work, or other mental health related field;
- Administrative experience in a college counseling center or equivalent setting;
- Experience as a clinical supervisor;
- Experience in an integrated medical, mental health and health education setting;
- Experience with working with graduate student internships and assistantships;
- Mental health counseling/therapy, assessment, psycho-education assessment and program evaluation experience;
- Electronic health record experience;
- Documented track record of problem-solving, multi-tasking, decision-making, and customer service skills; and,
- Experience working in a collective bargaining environment.

Application & Appointment: For full consideration, applications must be received by February 10, 2014. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Contact:
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STUDENT WELLNESS SERVICES: ASSOCIATE DIRECTOR, COUNS... Page 1 of 1

Full Page
STUDENT WELLNESS SERVICES: ASSOCIATE DIRECTOR, COUNSELING [#C14-041]
Central Connecticut State University
Job Description

Central Connecticut State University's Student Wellness Services invites applications for a full-time Associate Director, Counseling Services Under the supervision of the Director of Student Wellness Services, the successful candidate will oversee the daily operation and clinical management of the Counseling Center which provides students with mental/behavioral health services as part of the Integrated Department of Student Wellness Services.

Application & Appointment: For full consideration, applications must be received by February 10, 2014. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Job Requirements

Position Qualifications

- Master's degree in Psychology, Counseling, Social Work, or other mental health related field;
- Four years of direct counseling experience at a university or college counseling center;
- Currently licensed as a mental health provider by the State of Connecticut or immediate license eligible; and,
- Commitment to serving a culturally, ethnically and linguistically diverse student body.

Equivalent combination of training and experience may be considered.

Preferred Qualifications

- Doctorate in Psychology, Counseling, Social Work, or other mental health related field;
- Administrative experience in a college counseling center or equivalent setting;
- Experience as a clinical supervisor;
- Experience in an integrated medical, mental health and health education setting;
- Experience with working with graduate student internships and assistantships;
- Mental health counseling/therapy, assessment, psycho-education assessment and program evaluation experience;
- Electronic health record experience;
- Documented track record of problem-solving, multi-tasking, decision-making, and customer service skills; and,
- Experience working in a collective bargaining environment.

Job Snapshot

Contract Name	2013-0411
Post Date	12/05/13
Location	New Britain, CT
Employment Type	Full Time
Job Type	Health Care
Education	Graduate Degree
Experience	At least 4 year(s)
Managerial Status	Yes
Industry	Education - Teaching - Administration
Required Travel	Not Specified
Job ID	C14041

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Associate Director, Counseling [#C14-041]

Central Connecticut State University's Student Wellness Services invites applications for a full-time Associate Director, Counseling Services. Under the supervision of the Director of Student Wellness Services, the successful candidate will oversee the daily operation and clinical management of the Counseling Center which provides students with mental/behavioral health services as part of the Integrated Department of Student Wellness Services.

Required Qualifications

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- Four years of direct counseling experience at a university or college counseling center;
- Currently licensed as a mental health provider by the State of Connecticut or immediate license eligible; and,
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Equivalent combination of training and experience may be considered.

Preferred Qualifications

- Doctorate in Psychology, Counseling, Social Work, or other mental health related field;
- Administrative experience in a college counseling center or equivalent setting;
- Experience as a clinical supervisor;
- Experience in an integrated medical, mental health and health education setting;
- Experience with working with graduate student internships and assistantships;
- Mental health counseling/therapy, assessment, psycho-education assessment and program evaluation experience;
- Electronic health record experience;
- Documented track record of problem-solving, multi-tasking, decision-making, and customer service skills; and,
- Experience working in a collective bargaining environment.

Application & Appointment: For full consideration, applications must be received by February 10, 2014. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Central Connecticut State University
Job Type: Regular
Job ID: 2013-0411
Location: New Britain, CT 06520
Document ID: A7493-2013

http://www.hispanicoutlook.com/job-description/36726/student-wellness-se... 12/9/2013

CCSU HR Applicant Tracking System Page 1 of 2

Link to Opportunities
Instructional Faculty
[C14-013] - Biochemistry Sciences: Assistant / Associate Professor

Position Information

Category: Instructional Faculty
Date Posted: 12/14/2013
Contact Person: Nancy Palk
Email: n.palk@ccsu.edu
Phone: (860) 439-2333

Job Description

Central Connecticut State University's Department of Biochemistry Sciences invites applications for a full-time, tenured and Assistant Professor with an excellent educational background to study problems in Biology. The position requires a minimum of 10 years of teaching and research experience in molecular biology and cellular biochemistry and a master's level graduate student to perform independent research experience.

The successful candidate will be expected to participate in introductory undergraduate courses for Biochemistry Sciences majors and supervise both a lecture and laboratory-based courses to meet or exceed the University's standards for teaching. The successful candidate will be expected to supervise and coordinate an active research program using a model system. Prior to acceptance into the Department, the applicant will be expected to submit a research proposal to the Department's research committee for review and approval.

Required Qualifications

- PhD in molecular biology or related field
- Teaching experience
- Excellent communication skills
- Documented ability for research research
- Commitment to serving a culturally and ethnically diverse student body

Preferred Qualifications

- Experience teaching and mentoring students in both classroom and laboratory settings at the undergraduate and/or graduate level
- A proposed research program appropriate for our students and faculty

The University of Connecticut is one of the nation's preeminent research universities. The University of Connecticut is a public research university and a member of the State University System of Connecticut. The University of Connecticut is a public research university and a member of the State University System of Connecticut. The University of Connecticut is a public research university and a member of the State University System of Connecticut.

Application & Appointment: For full consideration, applications must be received by February 10, 2014. Salary is commensurate with education and experience. For more information and to begin the application process, click on the Apply Now button and submit the following in a single file and in the order given below:

- Letter of Interest affirming the qualifications for the position
- Teaching Philosophy
- Research Philosophy
- Current curriculum vitae and,
- Names of three recent professional references with mail and e-mail addresses, and phone numbers.

Please indicate your personal identification (e.g., Social Security Number) on any documents submitted. Enclosed or linked files will not be accepted. For more information, contact Department Secretary, Nancy Palk at n.palk@ccsu.edu or [860.439.2333](tel:8604392333).

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BIOMOLECULAR SCIENCES: ASSISTANT/ASSOCIATE PROFESS

C14-043

Central Connecticut State University's Department of Biomolecular Sciences seeks applications for a full-time, tenure-track Assistant Professor who will use cellular and molecular approaches to study problems in biology. The position emphasizes excellence in teaching with a desire and ability to mentor undergraduate and master's level graduate students in productive independent research experiences.

Required Qualifications:

- Ph.D. in molecular biology or a related field;
- Teaching experience;
- Excellent communication skills;
- Demonstrated ability for creative research; and,
- Commitment to serving a culturally and ethnically diverse student body.

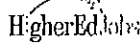
Preferred Qualifications:

- Experience teaching and mentoring students in both classroom and laboratory settings at the undergraduate and/or master's level; and,
- A proposed research program appropriate for our students and facilities.

For full consideration, applications must be received by February 10, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/eds.

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Central Connecticut State University
 Job Type: Regular
 Job Schedule: Full-time
 Location: New Britain, CT 06050
 Document ID: A7494-9281T



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BIOMOLECULAR SCIENCES: ASSISTANT/ASSOCIATE PROFESSOR [#C14-043]

Position: Biomolecular Sciences Assistant Professor
 Location: New Britain, CT
 Category: Faculty - Science - Microbiology and Molecular Biology
 Posted: 12/26/2013
 Application Due: 02/10/2014
 Type: Full Time
 Salary: \$37,633 to \$59,761 USD Per Year

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BIOMOLECULAR SCIENCES: ASSISTANT/ASSOCIATE PROFESSOR [#C14-043]

Central Connecticut State University's Department of Biomolecular Sciences seeks applications for a full-time, tenure-track Assistant Professor who will use cellular and molecular approaches to study problems in biology. The position emphasizes excellence in teaching with a desire and ability to mentor undergraduate and master's level graduate students in productive independent research experiences.



- Required Qualifications:**
- Ph.D. in molecular biology or a related field;
 - Teaching experience;
 - Excellent communication skills;
 - Demonstrated ability for creative research; and,
 - Commitment to serving a culturally and ethnically diverse student body.

- Preferred Qualifications:**
- Experience teaching and mentoring students in both classroom and laboratory settings at the undergraduate and/or master's level; and,
 - A proposed research program appropriate for our students and facilities.

For full consideration, applications must be received by February 10, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/eds.

Application Information

Contact: Nancy Pflanz
 Biomolecular Sciences Secretary
 Central Connecticut State University
 Online App. Form: <http://www.ccsu.edu/eds>

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BIOMOLECULAR SCIENCES: ASSISTANT/ASSOCIATE PROFESSOR [#C14-043] ... Page 1 of 4

Job Search Results

**BIOMOLECULAR SCIENCES:
 ASSISTANT/ASSOCIATE PROFESSOR
 [#C14-043]**

Central Connecticut State University in Connecticut

- Save
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Deadline: February 10, 2014
 Date Posted: January 2, 2014
 Type: Tenured, tenure track
 Salary: Not specified

Employment Type Full-time

Central Connecticut State University's Department of Biomolecular Sciences seeks applications for a full-time, tenure-track Assistant Professor who will use cellular and molecular approaches to study problems in biology. The position emphasizes excellence in teaching with a desire and ability to mentor undergraduate and master's level graduate students in productive independent research experiences.

Required Qualifications:

- Ph.D. in molecular biology or a related field;
- Teaching experience;
- Excellent communication skills;



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BIOMOLECULAR SCIENCES: ASSISTANT/ASSOCIATE PROFESSOR [#C14-043] (POSTED 12/13/2013)

Central Connecticut State University

BIOMOLECULAR SCIENCES: ASSISTANT/ASSOCIATE PROFESSOR [#C14-043]

Central Connecticut State University's Department of Biomolecular Sciences seeks applications for a full-time, tenure-track Assistant Professor who will use cellular and molecular approaches to study problems in biology. The position emphasizes excellence in teaching with a desire and ability to mentor undergraduate and master's level graduate students in productive independent research experiences.

- Required Qualifications:**
- Ph.D. in molecular biology or a related field;
 - Teaching experience;
 - Excellent communication skills;
 - Demonstrated ability for creative research; and,
 - Commitment to serving a culturally and ethnically diverse student body.

- Preferred Qualifications:**
- Experience teaching and mentoring students in both classroom and laboratory settings at the undergraduate and/or master's level; and,
 - A proposed research program appropriate for our students and facilities.

For full consideration, applications must be received by February 10, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/eds.

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Contact: Central Connecticut State University

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- Demonstrated ability for creative research; and,
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Experience teaching and mentoring students in both classroom and laboratory settings at the undergraduate and/or masters level; and,
- A proposed research program appropriate for our students and facilities.

For full consideration, applications must be received by **February 10, 2014**. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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DEPARTMENT OF PHYSICAL EDUCATION & HUMAN PERFORMANCE

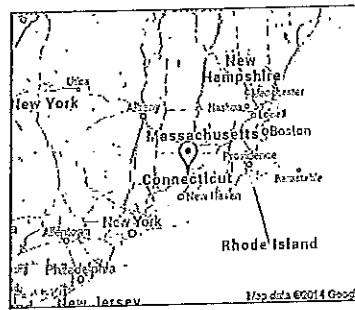
[Central Connecticut State University](http://www.ccsu.edu)

STUDENT WELLNESS SERVICES: ASSOCIATE DIRECTOR, COUNSELING [#C14-041]

[Central Connecticut State University](http://www.ccsu.edu)

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PHILOSOPHY DEPARTMENT: ASSISTANT PROFESSOR [#C14-050]

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EDUCATIONAL LEADERSHIP: ASSISTANT/ASSOCIATE PROFESSOR (Higher Education Specialization) [#C14-057]

[Central Connecticut State University](http://www.ccsu.edu)

<https://chroniclevitae.com/jobs/0000813821-01>

1/6/2014

print close

DEPARTMENT OF PHYSICAL EDUCATION & HUMAN PERFORMANCE

Central CT State University

Location: New Britain, Connecticut 06053
Date: 12/19/2013
Job Type: Employee
Job Status: Full Time

Central CT State University

Job Details

CCSU's Department of Physical Education and Human Performance is seeking candidates for four full-time, tenure track positions at the Assistant/Associate Professor rank beginning in August 2014.

- Exercise Science: Assistant Professor [#C14-044]
- Anatomy & Physiology: Assistant Professor [#C14-046]
- Biomechanics and Kinesiology: Assistant/Associate Professor [#C14-047]

For full consideration, applications must be received by **February 1, 2014**. For more information about these positions and to begin the application process, go to www.ccsu.edu/jobs.

Job Search Results

DEPARTMENT OF PHYSICAL EDUCATION & HUMAN PERFORMANCE

Central Connecticut State University in Connecticut

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Deadline February 01, 2014
Date Posted December 18, 2013
Type Tenured, tenure track
Salary Not specified

Employment Type Full-time

CCSU's Department of Physical Education and Human Performance is seeking candidates for four full-time, tenure track positions at the Assistant/Associate Professor rank beginning in August 2014.

- Exercise Science: Assistant Professor [#C14-044]
- Teacher Education in Physical Education: Assistant Professor [#C14-45]
- Anatomy & Physiology: Assistant Professor [#C14-046]
- Biomechanics and Kinesiology: Assistant/Associate Professor [#C14-047]

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12/18/2013

Hispanic Outlook

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PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR - EXERCISE SCIENCE & NUTRITION [C14-044] - (POSTED 12/18/2013)

Central Connecticut State University
 Description: PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR - EXERCISE SCIENCE & NUTRITION [C14-044]

CCSU's Department of Physical Education & Human Performance is seeking candidates for a full-time, tenure track, Assistant Professor beginning August 2014. The successful candidate will engage in the preparation of exercise science and athletic training majors.

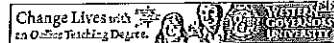
Required Qualifications:
 • Doctorate in exercise science emphasis or closely related field.
 • One year college teaching experience in human nutrition and other exercise science related courses.
 • Record of presentations, publications, research, and/or community engagement; and,
 • Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:
 • Certification in any of the following: Registered Dietitian (RD), Sports Dietitian Certification (SCSD), National Strength & Conditioning Association Certified Strength & Conditioning Specialist (NSCA-CSCS), and American College of Sports Medicine Health Fitness Specialist (ACSM-HFS).

For full consideration, applications must be received by February 1, 2014. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Contact: Central Connecticut State University
 Vice President North East | Email: ce@ccsu.edu



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ASSISTANT PROFESSOR: EXERCISE SCIENCE & NUTRITION [C14-044]

State: CT | [X] | [X] | [X] | [X] | [X]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Faculty - Health - Nutrition & Dietetics
Position: 12132213
Application Due: 02/01/2014
Type: Full Time
Salary: \$57,633 to \$77,670 USD Per Year

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PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR - EXERCISE SCIENCE & NUTRITION [C14-044]
 CCSU's Department of Physical Education & Human Performance is seeking candidates for a full-time, tenure track, Assistant Professor beginning August 2014. The successful candidate will engage in the preparation of exercise science and athletic training majors.

Required Qualifications:
 • Doctorate in exercise science emphasis or closely related field.
 • One year college teaching experience in human nutrition and other exercise science related courses.
 • Record of presentations, publications, research, and/or community engagement; and,
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Preferred Qualifications:
 • Certification in any of the following: Registered Dietitian (RD), Sports Dietitian Certification (SCSD), National Strength & Conditioning Association Certified Strength & Conditioning Specialist (NSCA-CSCS), and American College of Sports Medicine Health Fitness Specialist (ACSM-HFS).

For full consideration, applications must be received by February 1, 2014. Salary is commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information
Contact: Dr. Russ Webb
 Search Committee Chair
 Dept. of Physical Education
 Central Connecticut State University
Online App. Form: hrmefdevitaa.com/fohe/0000812495.01

More Information on Central Connecticut State University
www.ccsu.edu
 Central Connecticut State University on HigherEdJobs
 CCSU News Page
 CCSU Job Postings Information
 State of Connecticut

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12/18/2013

Page 1 of 1

Asst Prof Phys Ed Teacher Prep #C14-045

CCSU's Department of Physical Education & Human Performance is seeking candidates for a full-time, tenure track, Assistant Professor beginning August 2014. The successful candidate will engage in the preparation of physical education teachers including the supervision of student teachers and instruction of pedagogy classes in physical education.

Required Qualifications:

- Doctorate in education with a physical education emphasis or closely related field (active doctorate candidates with an expected completion date by Fall 2015 will be considered);
- One year college teaching experience;
- Three years' experience in PK-12 physical education settings;
- Experience teaching pedagogy skill courses to physical education teacher candidates;
- Experience as a cooperating teacher and/or university supervisor;
- Record of presentations, publications, research, and/or community engagement; and,
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Experience teaching motor learning;
- Experience with Fitnessgram and Presidential Youth Fitness Program; and,
- Familiarity with the CT Department of Education and Council for the Accreditation of Educator Preparation (CAEP) accreditation standards.

For full consideration, applications must be received by February 1, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.
 Central Connecticut State University
 Job Type: Regular
 Job Schedule: Full-Time
 Location: New Britain, CT 06550
 Document ID: A2503-2619C
 Posted on: 12/19/2013

PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR in PHYSICAL EDUCATION TEACHER PREPARATION [#C14-045]

Job ID: 16994024
 Position Title: PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR in PHYSICAL EDUCATION TEACHER PREPARATION [#C14-045]
 Company Name: Central Connecticut State University
 Industry: College/University Faculty
 Entry Level: No
 Location(s): Near British, Connecticut, 06053, United States

Posted: December 19, 2013
 Job Type: Full-time
 Job Duration: Indefinite
 Min Education: Ph.D.
 Min Experience: 3-5 Years

APPLY FOR THIS JOB

Apply URL: <http://www.ccsu.edu/jobs>

Job Description

CCSU's Department of Physical Education & Human Performance is seeking candidates for a full-time, tenure track, Assistant Professor beginning August 2014. The successful candidate will engage in the preparation of physical education teachers including the supervision of student teachers and instruction of pedagogy classes in physical education.

Required Qualifications:

- Doctorate in education with a physical education emphasis or closely related field (active doctoral candidates with an expected completion date by Fall 2015 will be considered);
- One year college teaching experience;
- Three years' experience in PK-12 physical education settings;
- Experience teaching pedagogy skill courses to physical education teacher candidates;
- Experience as a cooperating teacher and/or university supervisor;
- Record of presentations, publications, research, and/or community engagement; and,
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Experience teaching motor learning;
- Experience with Fitnessgram and Presidential Youth Fitness Program; and,
- Familiarity with the CT Department of Education and Council for the Accreditation of Educator Preparation (CAEP) accreditation standards.

http://campus.sagepub.com/efunctions/nr/minibot.cfm?site_id=1161&sh=15964024

12/19/2013

Hispanic Outlook

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PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR in PHYSICAL EDUCATION TEACHER PREPARATION [#C14-045] (POSTED 12/19/2013)

Central Connecticut State University

Description

PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR in PHYSICAL EDUCATION TEACHER PREPARATION [#C14-045]

CCSU's Department of Physical Education & Human Performance is seeking candidates for a full-time, tenure track, Assistant Professor beginning August 2014. The successful candidate will engage in the preparation of physical education teachers including the supervision of student teachers and instruction of pedagogy classes in physical education.

Required Qualifications:

- Doctorate in education with a physical education emphasis or closely related field (active doctoral candidates with an expected completion date by Fall 2015 will be considered);
- One year college teaching experience;
- Three years' experience in PK-12 physical education settings;
- Experience teaching pedagogy skill courses to physical education teacher candidates;
- Experience as a cooperating teacher and/or university supervisor;
- Record of presentations, publications, research, and/or community engagement; and,
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Experience teaching motor learning;
- Experience with Fitnessgram and Presidential Youth Fitness Program; and,
- Familiarity with the CT Department of Education and Council for the Accreditation of Educator Preparation (CAEP) accreditation standards.

For full consideration, applications must be received by February 1, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Contact: Central Connecticut State University

[View request form and fill in the application](#)



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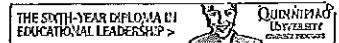


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ASSISTANT PROFESSOR: PHYSICAL ED TEACHER PREPARATION [C14-045]

Employer: Central Connecticut State University
 Location: New Britain, CT
 Category: Faculty - Education - Teacher Education
 Field: 16182013
 Application Due: 02/01/14
 Type: Full Time
 Salary: \$37,500 to \$77,500 USD Per Year

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PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR in PHYSICAL EDUCATION TEACHER PREPARATION [C14-045]

CCSU's Department of Physical Education & Human Performance is seeking candidates for a full-time, tenure track, Assistant Professor beginning August 2014. The successful candidate will engage in the preparation of physical education teachers including the supervision of student teachers and instruction of pedagogy classes in physical education.

Required Qualifications:

- Doctorate in education with a physical education emphasis or closely related field (active doctoral candidates with an expected completion date by Fall 2015 will be considered);
- One year college teaching experience;
- Three years' experience in PK-12 physical education settings;
- Experience teaching pedagogy skill courses to physical education teacher candidates;
- Experience as a cooperating teacher and/or university supervisor;
- Record of presentations, publications, research, and/or community engagement; and,
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Experience teaching motor learning;
- Experience with Fitnessgram and Presidential Youth Fitness Program; and,
- Familiarity with the CT Department of Education and Council for the Accreditation of Educator Preparation (CAEP) accreditation standards.

For full consideration, applications must be received by February 1, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Dr. Carol Cobb
 Search Committee Chair
 Central Connecticut State University
 Online App. Form: <http://www.ccsu.edu/jobs>

More Information on Central Connecticut State University

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 Central Connecticut State University on HigherEdJobs
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Apply by 12/19/2013 (Closed) (When Education: 16182013) 12/19/2013

<http://www.higheredjobs.com/search/details.cfm?JobCode=175839236&Title=ASSISTA...> 12/26/2013

Asst Prof Phys Ed Teacher [p #C14-045 at Central Connecticut St University -- Prin... Page 1 of 1

Asst Prof Phys Ed Teacher Prep #C14-045

PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR in PHYSICAL EDUCATION TEACHER PREPARATION [#C14-045]

CCSU's Department of Physical Education & Human Performance is seeking candidates for a full-time, tenure track, Assistant Professor beginning August 2014. The successful candidate will engage in the preparation of physical education teachers including the supervision of student teachers and instruction of pedagogy classes in physical education.

Required Qualifications:

- Doctorate in education with a physical education emphasis or closely related field (active doctoral candidates with an expected completion date by Fall 2015 will be considered);
- One year college teaching experience;
- Three years' experience in PK-12 physical education settings;
- Experience teaching pedagogy skill courses to physical education teacher candidates;
- Experience as a cooperating teacher and/or university supervisor;
- Record of presentations, publications, research, and/or community engagement; and,
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Experience teaching motor learning;
- Experience with Fitnessgram and Presidential Youth Fitness Program; and,
- Familiarity with the CT Department of Education and Council for the Accreditation of Educator Preparation (CAEP) accreditation standards.

For full consideration, applications must be received by February 1, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Central Connecticut State University
 Job Type: Regular
 Job Sched: Full-time
 Location: New Britain, CT 06053
 Document ID: A2539-2610

Job Search Results

DEPARTMENT OF PHYSICAL EDUCATION & HUMAN PERFORMANCE

Central Connecticut State University in Connecticut

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Deadline February 01, 2014
Date Posted December 18, 2013
Type Tenured, tenure track
Salary Not specified

Employment Type Full-time

CCSU's Department of Physical Education and Human Performance is seeking candidates for four full-time, tenure track positions at the Assistant/Associate Professor rank beginning in August 2014.

- Exercise Science: Assistant Professor [#C14-044]
- Teacher Education in Physical Education: Assistant Professor [#C14-045]
- Anatomy & Physiology: Assistant Professor [#C14-046]
- Biomechanics and Kinesiology: Assistant/Associate Professor [#C14-047]

http://www.higheredjobs.com/search/details.cfm?Jobcode=175839239&alD=1027&print...

12/26/2013

print close

DEPARTMENT OF PHYSICAL EDUCATION & HUMAN PERFORMANCE Central CT State University

Location: Near Britain, Connecticut 06053
Date: 12/19/2013
Job Types: Employee
Job Status: Full Time

Central CT State University

Job Details

CCSU's Department of Physical Education and Human Performance is seeking candidates for four full-time, tenure track positions at the Assistant/Associate Professor rank beginning in August 2014.

- Exercise Science: Assistant Professor [#C14-044]
- Anatomy & Physiology: Assistant Professor [#C14-046]
- Biomechanics and Kinesiology: Assistant/Associate Professor [#C14-047]

For full consideration, applications must be received by February 1, 2014. For more information about these positions and to begin the application process, go to www.ccsu.edu/jobs.

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ASSISTANT PROFESSOR IN ANATOMY & PHYSIOLOGY [#C14-046]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Faculty - Health - Nutrition & Dietetics
Posted: 12/19/2013
Application Due: 02/01/2014
Type: Full Time
Salary: \$57,930 to \$77,699 USD Per Year

PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR IN ANATOMY & PHYSIOLOGY [#C14-046]

CCSU's Department of Physical Education & Human Performance is seeking candidates for a full-time, tenure track position at the Assistant Professor rank beginning August 2014. The successful candidate will serve as the primary knowledge expert in the area of Anatomy & Physiology.



Required Qualifications:

- Doctorate in biology or exercise science with an emphasis in physiology or closely related field;
- One year of college teaching experience in anatomy & physiology;
- Experience teaching anatomy & physiology courses with laboratory sections;
- Record of presentations, publications, research, and/or community engagement; and,
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Experience with Biopac, PhysioEx, and/or other related anatomy & physiology software and laboratory equipment;
- Certifications in one of the following: Certified Athletic Trainer through the National Athletic Training Association Board of Certification (NATABOC-ATC); National Strength & Conditioning Association Certified Strength & Conditioning Specialist (NSCA-CSCS); or, American College of Sports Medicine Health Fitness Specialist (ACSM-HFS).

For full consideration, applications must be received by February 1, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Dr. Jason Meryk
Search Committee Chair
Central Connecticut State University
Online App. Form: <http://www.ccsu.edu/jobs>

More Information on Central Connecticut State University

<http://www.higheredjobs.com/search/details.cfm?Jobcode=175839239&alD=1027&print...> 12/26/2013



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PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR IN ANATOMY AND PHYSIOLOGY AND NUTRITION [#C14-046] (POSTED 12/19/2013)

Central Connecticut State University

PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR IN ANATOMY & PHYSIOLOGY AND NUTRITION [#C14-046]

CCSU's Department of Physical Education & Human Performance is seeking candidates for a full-time, tenure track position at the Assistant Professor rank beginning August 2014. The successful candidate will serve as the primary knowledge expert in the area of Anatomy & Physiology.

Required Qualifications:

- Doctorate in biology or exercise science with an emphasis in physiology or closely related field;
- One year of college teaching experience in anatomy & physiology;
- Experience teaching anatomy & physiology courses with laboratory sections;
- Record of presentations, publications, research, and/or community engagement; and,
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Experience with Biopac, PhysioEx, and/or other related anatomy & physiology software and laboratory equipment;
- Certifications in one of the following: Certified Athletic Trainer through the National Athletic Training Association Board of Certification (NATABOC-ATC); National Strength & Conditioning Association Certified Strength & Conditioning Specialist (NSCA-CSCS); or, American College of Sports Medicine Health Fitness Specialist (ACSM-HFS).

For full consideration, applications must be received by February 1, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Contact: Central Connecticut State University

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Asst Prof Anatomy, Physiology, Nutrition C14-046

PHYSICAL EDUCATION & HUMAN PERFORMANCE: ASSISTANT PROFESSOR IN ANATOMY & PHYSIOLOGY AND NUTRITION [#C14-046]

CCSU's Department of Physical Education & Human Performance is seeking candidates for a full-time, tenure track position at the Assistant Professor rank beginning August 2014. The successful candidate will serve as the primary knowledge expert in the area of Anatomy & Physiology.

Required Qualifications

- Doctorate in biology or exercise science with an emphasis in physiology or closely related field;
• One year of college teaching experience in anatomy & physiology;
• Experience teaching anatomy & physiology courses with laboratory sections;
• Record of presentations, publications, research, and/or community engagement; and,
• Commitment to serving a culturally and ethnically diverse student body

Preferred Qualifications

- Experience with Biopac, PhysioEx, and/or other related anatomy & physiology software and laboratory equipment;
• Certifications in one of the following: Certified Athletic Trainer through the National Athletic Training Association Board of Certification (NATABOC-ATC); National Strength & Conditioning Association Certified Strength & Conditioning Specialist (NSCA-CSCS); or, American College of Sports Medicine Health Fitness Specialist (ACSM-HFS).

For full consideration, applications must be received by February 1, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Table with 2 columns: Central Connecticut State University, Job Type: Regular, Job Schedule: Full-time, Posted on: 12/19/2013

Job Search Results

DEPARTMENT OF PHYSICAL EDUCATION & HUMAN PERFORMANCE

Central Connecticut State University in Connecticut

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Table with 2 columns: Deadline: February 01, 2014, Date Posted: December 18, 2013, Type: Tenured, tenure track, Salary: Not specified, Employment Type: Full-time

CCSU's Department of Physical Education and Human Performance is seeking candidates for four full-time, tenure track positions at the Assistant/Associate Professor rank beginning in August 2014.

- Exercise Science: Assistant Professor [#C14-044]
• Teacher Education in Physical Education: Assistant Professor [#C14-45]
• Anatomy & Physiology: Assistant Professor [#C14-046]
• Biomechanics and Kinesiology: Assistant/Associate Professor [#C14-047]

http://jobs.ccsu.edu/jobs/positions/assistant-professor-in-biomechanics-or-kinesiology/#...-A7503-2VMY - 12/26/2013

ASSISTANT/ASSOCIATE PROFESSOR in BIOMECHANICS OR KINESIOLOGY [#... Page 1 of 2

HigherEdJobs

ASSISTANT/ASSOCIATE PROFESSOR in BIOMECHANICS OR KINESIOLOGY [#C14-047]

Table with 2 columns: Institution: Central Connecticut State University, Location: New Britain, CT, Category: Faculty - Health - Physical Education & Kinesiology, Posted: 12/18/2013, Application Due: 02/01/2014, Type: Full Time, Salary: \$57,930 to \$95,791 USD Per Year

PHYSICAL ED & HUMAN PERFORMANCE: ASSISTANT/ASSOCIATE PROFESSOR - BIOMECHANICS OR KINESIOLOGY [#C14-047]



CCSU's Department of Physical Education & Human Performance is seeking candidates for a full-time, tenure track position at the Assistant/Associate Professor rank beginning August 2014. The successful candidate will engage in the preparation of students majoring in Exercise Science, Athletic Training, and Physical Education.

Required Qualifications:

- Doctorate in exercise science or closely related field with an emphasis in biomechanics or kinesiology;
• One year of college teaching experience in biomechanics or anatomy & physiology;
• Experience teaching laboratory sections of biomechanics or kinesiology;
• Record of presentations, publications, research, and/or community engagement; and,
• Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Experience with Biopac, PhysioEx, and/or other related anatomy & physiology software and laboratory equipment Experience with MaxTraq 2D/3D, Dartfish and/or other related software for movement analysis as well as video camera equipment; and,
• Certifications in one of the following: Certified Athletic Trainer through the National Athletic Training Association Board of Certification (NATABOC-ATC); National Strength & Conditioning Association Certified Strength & Conditioning Specialist (NSCA-CSCS); or, American College of Sports Medicine Health Fitness Specialist (ACSM-HFS).

For full consideration, applications must be received by February 1, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Dr. Peter Morano, Search Committee Chair, Central Connecticut State University
Online App. Form: http://www.ccsu.edu/jobs

http://jobs.ccsu.edu/jobs/positions/assistant-professor-in-biomechanics-or-kinesiology/#...-A7503-2VMY - 12/26/2013

Hispanic Outlook

Page 1 of 1

Hispanic Outlook magazine advertisement for Physical Ed & Human Performance: Assistant/Associate Professor - Biomechanics or Kinesiology (#C14-047) (POSTED 12/19/2013). Includes logo, navigation bar, and detailed job description.

Asst/Assoc Prof Biomechanics-Kinesiology C14-047

PHYSICAL ED & HUMAN PERFORMANCE ASSISTANT/ASSOCIATE PROFESSOR -- BIOMECHANICS OR KINESIOLOGY (#C14-047)

The Department of Physical Education & Human Performance is seeking candidates for a full-time, tenure track position at Assistant/Associate Professor rank beginning August 2014. The successful candidate will engage in the preparation of units majoring in Exercise Science, Athletic Training, and Physical Education.

Required Qualifications:

- Doctorate in exercise science or closely related field with an emphasis in biomechanics or kinesiology;
- One year of college teaching experience in biomechanics or anatomy & physiology;
- Experience teaching laboratory sections of biomechanics or kinesiology;
- Record of presentations, publications, research, and/or community engagement; and,
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Experience with Biopac, PhysDoc, and/or other related anatomy & physiology software and laboratory equipment
- Experience with Motion 2D/3D, Dartfish and/or other related software for movement analysis as well as video camera equipment; and,
- Certifications in one of the following: Certified Athletic Trainer through the National Athletic Training Association Board of Certification (NATABOC-ATC); National Strength & Conditioning Association Certified Strength & Conditioning Specialist (NSCA-CSCS); or, American College of Sports Medicine Health Fitness Specialist (ACSM-HFS).

For full consideration, applications must be received by February 1, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Central Connecticut State University	Job Type: Regular
Location: New Britain, CT 06093	Job Schedule: Full-time
Document ID: A7503-21733	Posted on: 12/19/2013

Job Search Results

DEPARTMENT OF PHYSICAL EDUCATION & HUMAN PERFORMANCE

Central Connecticut State University in Connecticut

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Deadline February 01, 2014
 Date Posted December 18, 2013
 Type Tenured, tenure track
 Salary Not specified
 Employment Type Full-time

CCSU's Department of Physical Education and Human Performance is seeking candidates for four full-time, tenure track positions at the Assistant/Associate Professor rank beginning in August 2014.

- Exercise Science: Assistant Professor [#C14-044]
- Teacher Education in Physical Education: Assistant Professor [#C14-45]
- Anatomy & Physiology: Assistant Professor [#014-046]
- Biomechanics and Kinesiology: Assistant/Associate Professor [#C14-047]

https://diversehr.net/candidate/nrprocessandviewwintahlefnb?docid=A7503-2YN9&... 12/26/2013

https://chroniclevita.com/jobs/1000812425-01

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DEPARTMENT OF PHYSICAL EDUCATION & HUMAN PERFORMANCE
Central CT State University

Location: New Britain, Connecticut 06093
 Date: 12/19/2013
 Job Type: Employee
 Job Status: Full Time

Central CT State University

Job Details

CCSU's Department of Physical Education and Human Performance is seeking candidates for four full-time, tenure track positions at the Assistant/Associate Professor rank beginning in August 2014.

- Exercise Science: Assistant Professor [#C14-044]
- Anatomy & Physiology: Assistant Professor [#C14-046]
- Biomechanics and Kinesiology: Assistant/Associate Professor [#C14-047]

For full consideration, applications must be received by February 1, 2014. For more information about these positions and to begin the application process, go to www.ccsu.edu/jobs.



Rank in Opportunity
 Instructional Faculty
 [C14-041] - Central Connecticut Assistant Professor

Position Information

Category: Instructional Faculty
 Division: 2194-0348
 Contact Person: Christine Pickett
 Email: cpickett@ccsu.edu
 Phone: (860) 632-6199

Job Description

Method's Technologies and Strategic Communications
 The Central Connecticut State University's Communication Department seeks applications for a full-time, tenure track Assistant Professor beginning Fall 2014. The successful candidate is expected to teach in mass media, branding and social networks, and to coordinate with other faculty in working with a diverse student body. We seek an individual who is passionate to enhance the technology, branding and expertise in the successful functions of organizational communication and the public relations, demonstrating the ability of theory and practice through these technologies. The successful candidate will teach undergraduate and graduate courses in the areas of public relations technologies and strategic communication, professional communication and/or public relations and coordinate and identify to student groups, media, and education.

Required Qualifications:

- Ph.D. in Communication or a related discipline (Ph.D. will be considered, application is required February 1, 2014)
- Commitment to teaching, scholarly, advising and instructional diverse students
- Professional experience in mass media technologies
- Evidence of research in the area of mass media technologies, organizational communication, and/or public relations
- Publications history
- Evidence of teaching effectiveness

Preferred Qualifications:

- College teaching experience
- Professional experience in organizational communication and/or public relations
- Experience with nationally ranked programs/projects consistent with the university's focus on community engagement

The University (CCSU) is one of four state universities with the Board of Regents for Higher Education, Connecticut State College & Universities. Located in the heart of the state, CCSU is one of the best places to live and work in the state. The University is a member of the Association of Public and Land-grant Universities (APLU). CCSU is a member of the Association of Public and Land-grant Universities (APLU). CCSU is a member of the Association of Public and Land-grant Universities (APLU).

The University (CCSU) is located in New Britain, a city of over 70,000, with a 65-minute drive to the state capital in Hartford. New Britain is home to a rich history, including the first textile mill in America and offers a range of cultural opportunities, including the New Britain Symphony Orchestra, the New Britain State College, and the A.P. Carter Center. The University is approximately 1.5 hours by car from both Boston and New York City.

Application & Appointment: For full consideration, applications must be received by February 01, 2014. Salary and rank are commensurate with education and experience. To begin the application process, click on the Apply Now button and submit the following:

- Letter of interest including a cover letter and salary history questions for the position
- Current curriculum vitae/resume
- Names of three current professional references with mail and email addresses, and phone numbers.

For AEO candidates, include a letter from their school stating a completed date of completion.
 No unneeded or hard copies will be accepted. Please email any personally identifiable information (e.g., Social Security Number) on any documents submitted.
 For more information, contact Christine Pickett at (860) 632-6199 or cpickett@ccsu.edu.



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COMMUNICATION: ASSISTANT PROFESSOR [#C14-048] (POSTED 01/16/2014)
Central Connecticut State University
Description: COMMUNICATION ASSISTANT PROFESSOR (#C14-048)
Central Connecticut State University invites applications for a full-time tenure-track position in the Department of Communication. This is a new faculty position in the research, teaching, and service areas, and is expected to contribute to the growth and development of the department.

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Anthropology: Assistant Professor [#C14-049]
Location: New Britain, CT
Category: Faculty - Liberal Arts - Anthropology
Application Due: 01/31/2014
Salary: \$67,590 to \$77,694 USD Per Year
Central Connecticut State University's Anthropology Department invites applications for a full-time tenure-track position. We are a small, friendly department whose faculty members are engaged in research, writing, and teaching.



http://www.hispanicoutlook.com/job-description/37136/communication-assistant-professor... 2/24/2014

http://www.hiheredjobs.com/search/details.cfm?JobCode=175841159&Title=Anthropolog... 1/6/2014



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ANTHROPOLOGY: ASSISTANT PROFESSOR [#C14-049] (POSTED 12/26/2013)
Central Connecticut State University
Description: ANTHROPOLOGY ASSISTANT PROFESSOR (#C14-049)
Central Connecticut State University's Anthropology Department invites applications for a full-time tenure-track position. We are a small, friendly department whose faculty members are engaged in research, writing, and teaching.

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ANTHROPOLOGY: ASSISTANT PROFESSOR
Central Connecticut State University's Anthropology Department invites applications for a full-time tenure-track position. We are a small, friendly department whose faculty members are engaged in research, writing, and teaching.
Required Qualifications:
- Ph.D. in Anthropology; the completion of the Ph.D. is required by June 2015.
- Commitment to serving culturally, ethnically, and linguistically diverse communities
- College teaching experience
Preferred Qualifications:
- Specialization in one or more of the following areas: political and/or economic anthropology, globalization, or medical anthropology
- Area specialization in Middle East, East Asia or South Asia
- A record of scholarly activity (e.g., publications and presentations at professional conferences) Acceptable publications and presentations are those that have been externally-reviewed for appropriateness (e.g., peer-reviewed journal articles and conference presentations, edited book chapters, or books).

C14-049



Opportunities
Professional Faculty
[C14-049] - Anthropology Assistant Professor

Position Information
Category: Professional Faculty
Division: 014-01-01
Contact Person: Linda Park
Email: linda.park@ccsu.edu
Phone: (860) 439-2014

Job Description
REMOVED
Central Connecticut State University's Anthropology Department invites applications for a full-time tenure track position. We are a small faculty department where faculty members are engaged in research, writing, and teaching. The successful candidate will teach undergraduate and graduate courses in Anthropology and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to collaboration and a desire to work with a diverse student body.

- Required Qualifications:**
- Ph.D. in Anthropology (MSO candidates, completion of Ph.D. required by June 2014);
 - Commitment to teaching, scholarly, and intellectual diversity communities; and,
 - College teaching experience.

Preferred Qualifications:

- Experience in one or more of the following areas: political and/or economic anthropology, globalization, or social anthropology;
- Area of specialization: History of Anthropology and;
- A record of scholarly activity (e.g., publications and presentations at professional conferences). Acceptable publications and presentations are those that have been externally reviewed for appointment (e.g., peer-reviewed journal articles and conference presentations, edited book chapters, or books).

The University (CCSU) is one of four state universities with the Board of Regents for Higher Education, Connecticut State Colleges & Universities. Established in 1892 and a member of the Middle States Association of Colleges and Universities, CCSU is a public university with a rich history. The University is currently ranked in the top 100 of the Best National Universities by U.S. News & World Report. The University is currently ranked in the top 100 of the Best National Universities by U.S. News & World Report. The University is currently ranked in the top 100 of the Best National Universities by U.S. News & World Report.

Application & Appointment: For full consideration, applications must be received by February 3, 2014. Salary is commensurate with education and experience. For more information and to begin the application process, click on the Apply Now button or contact the following by e-mail: linda.park@ccsu.edu or phone: 860.439.2014.

Equal Opportunity: CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Central Connecticut State University 2014 Human Resources - Job Applicant Tracking System

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2/24/2014

PHILOSOPHY DEPARTMENT: ASSISTANT PROFESSOR [#C14-050]

Central Connecticut State University in Connecticut

Save
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Deadline: February 03, 2014
Date Posted: December 26, 2013
Type: Tenure, tenure track
Salary: Not specified
Employment Type: Full-time

Central Connecticut State University's Department of Philosophy invites applications for a full-time tenure-track position beginning Fall 2014. The successful candidate will teach undergraduate courses and contribute actively and effectively to student growth, service, and scholarship.

- Required Qualifications:**
- Ph.D. in Philosophy (completion of the Ph.D. is required by August 2014);
 - Area of specialization: History of Philosophy;
 - Area of competency: Analytic Philosophy; and,
 - Commitment to serving culturally, ethnically and linguistically diverse communities.

- Preferred Qualifications:**
- College teaching experience;
 - Evidence of scholarly activity; and,
 - Commitment to pluralism in philosophy.

For full consideration, applications must be received by February 3, 2014. Salary is commensurate with education and experience. For more information and to begin the application process, go to [www.ccsu.edu/phil](#).

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

PhilJobs: Jobs for Philosophers
PHILOSOPHY DEPARTMENT: ASSISTANT PROFESSOR [#C14-050]
Department of Philosophy, Central Connecticut State University
Job Category: Faculty (tenure track), teaching or research
ACU: History of Philosophy
ACU: Analytic Philosophy
Worked: Full-time
Vacancies: 1
Organization: 0214-050
Location: New Britain, Connecticut, United States
Job Description: Central Connecticut State University's Department of Philosophy invites applications for a full-time tenure track position beginning Fall 2014. The successful candidate will teach undergraduate and graduate courses in Philosophy and contribute actively and effectively to student growth, service, and scholarship.
Required Qualifications:
• Ph.D. in Philosophy (completion of the Ph.D. is required by August 2014);
• Area of specialization: History of Philosophy;
• Area of competency: Analytic Philosophy; and,
• Commitment to serving culturally, ethnically and linguistically diverse communities.
Preferred Qualifications:
• College teaching experience;
• Evidence of scholarly activity; and,
• Commitment to pluralism in philosophy.
For full consideration, applications must be received by February 3, 2014. Salary is commensurate with education and experience. For more information and to begin the application process, go to [www.ccsu.edu/phil](#).
CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.
How to apply:
Application URL: Online
Who should apply: Higher education only
Application deadline: Monday, February 3, 2014 05:00
Contact: linda.park@ccsu.edu
Who should not apply: Higher education only
Recruiting agency: Not applicable
Time created: Wednesday, February 27, 2014 10:45:00 AM EST
Estimated apply date: Tuesday, February 27, 2014 11:59:00 PM EST
Last updated: Wednesday, February 27, 2014 10:45:00 AM EST
List of data publications: There are no publications for this job.
For more information on the system, please contact the system administrator at [hr@ccsu.edu](#).
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1/8/2014

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Philosophy Department: Assistant Professor [#C14-050] Save & Print | 0 | 0
Position: Central Connecticut State University
Location: New Britain, CT
Category: Faculty - Liberal Arts - Philosophy
Posted: 12/27/2013
Application Due: 02/03/2014
Type: Full Time
Salary: \$57,633 to \$77,639 USD Per Year
Central Connecticut State University's Department of Philosophy invites applications for a full-time tenure-track position beginning Fall 2014. The successful candidate will teach undergraduate courses and contribute actively and effectively to student growth, service, and scholarship.
Required Qualifications:
• Ph.D. in Philosophy (completion of the Ph.D. is required by August 2014);
• Area of specialization: History of Philosophy;
• Area of competency: Analytic Philosophy; and,
• Commitment to serving culturally, ethnically and linguistically diverse communities.
Preferred Qualifications:
• College teaching experience;
• Evidence of scholarly activity; and,
• Commitment to pluralism in philosophy.
For full consideration, applications must be received by February 3, 2014. Salary is commensurate with education and experience. For more information and to begin the application process, go to [www.ccsu.edu/phil](#).
Application Information
Contact: Dr. David Eitz
Search Committee Chair
Central Connecticut State University
Online App Form: [http://www.ccsu.edu/phil](#)
More information on Central Connecticut State University
Full Social Profile
Central Connecticut State University on HigherEdJobs
CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.





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PHILOSOPHY DEPARTMENT: ASSISTANT PROFESSOR (#C14-050) (POSTED 12/26/2013)

Central Connecticut State University

Position: PHILOSOPHY DEPARTMENT: ASSISTANT PROFESSOR (#C14-050)

Central Connecticut State University's Department of Philosophy invites applications for a full-time tenure-track position beginning Fall 2014. The successful candidate will teach undergraduate courses and contribute intellectually and effectively to student growth, service, and scholarship.

Required Qualifications:

- Ph.D. in Philosophy (or equivalent of the Ph.D.) is required by August 2014;
Area of specialization: History of Philosophy;
Area of specialization: Analytic Philosophy; and
Commitment to serving a culturally, ethnically and linguistically diverse community.

Preferred Qualifications:

- College-level teaching experience; and
Evidence of ability to work with a diverse student population.

For full consideration, applications must be received by February 3, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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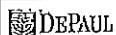
Contact: Central Connecticut State University

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PSYCHOLOGICAL SCIENCES: ASSISTANT PROFESSOR [#C14-051]

Gustin Advertising

Posted: December 24, 2013

Location: New Britain, Connecticut

Salary: Open

Type: Full Time

Discipline: Psychology

Preferred Education: Doctorate

PSYCHOLOGICAL SCIENCES: ASSISTANT PROFESSOR [#C14-051]

Central Connecticut State University's Department of Psychological Science invites applications for two full-time tenure-track Assistant Professors. The area of expertise is open; however, we are seeking a candidate with demonstrated experience with diverse communities and the ability to mentor students of color and other underserved populations. Teaching responsibilities may include graduate and undergraduate courses, such as Introduction to psychology, social psychology, developmental psychology, learning & memory, sensation & perception, and/or research methods, and other courses or topics in area of expertise. The regular teaching load is 12 hours per semester with some evening classes required.

Required Qualifications:

- Doctorate in Psychology or related field by the date of appointment;
Evidence of active research (e.g. publications and presentations at professional conferences);
A programmatic research plan;
Commitment to serving a culturally diverse student body; and,
Evidence of effective teaching.

Preferred Qualifications:

http://www.hispanicoutlook.com/job-description/16987/philosophy-department-assistant-pr... 1/6/2014

http://jobs.nyccareers.com/jobs/

12/26/2013

PSYCHOLOGICAL SCIENCES: ASSISTANT PROFESSOR [#C14-051] Page 1 of 1

Job Listings

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PSYCHOLOGICAL SCIENCES: ASSISTANT PROFESSOR [#C14-051]

Job ID: 16003883
Position Title: PSYCHOLOGICAL SCIENCES: ASSISTANT PROFESSOR (#C14-051)
Company Name: Central Connecticut State University
Specialty: Developmental
Location(s): New Britain, Connecticut, 06050, United States
Posted: December 23, 2013
Entry Level: No
Job Type: Full-Time
Min Education: Ph.D.

APPLY FOR THIS JOB

Job Description

Central Connecticut State University's Department of Psychological Science invites applications for two full-time tenure-track Assistant Professors. The area of expertise is open; however, we are seeking a candidate with demonstrated experience with diverse communities and the ability to mentor students of color and other underserved populations. Teaching responsibilities may include graduate and undergraduate courses, such as Introduction to psychology, social psychology, developmental psychology, learning & memory, sensation & perception, and/or research methods, and other courses or topics in area of expertise. The regular teaching load is 12 hours per semester with some evening classes required.

Required Qualifications:

- Doctorate in Psychology or related field by the date of appointment;
Evidence of active research (e.g. publications and presentations at professional conferences);
A programmatic research plan;
Commitment to serving a culturally diverse student body; and,
Evidence of effective teaching.

Preferred Qualifications:

- College-level teaching experience; and,
A demonstrated ability to work with a diverse student population.

For full consideration, applications must be received by January 31, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Assistant Professor

Central Connecticut State University's Department of Psychological Science invites applications for two full-time tenure-track Assistant Professors.

Central Connecticut State University December 24

The area of expertise is open; however, we are seeking a candidate with demonstrated experience with diverse communities and the ability to mentor students of color and other underserved populations.

Teaching responsibilities may include graduate and undergraduate courses, such as Introduction to psychology, social psychology, developmental psychology, learning & memory, sensation & perception, and/or research methods, and other courses or topics in area of expertise. The regular teaching load is 12 hours per semester with some evening classes required.

Required Qualifications:

- Doctorate in Psychology or related field by the date of appointment;
Evidence of active research (e.g. publications and presentations at professional conferences);
A programmatic research plan;
Commitment to serving a culturally diverse student body; and,
Evidence of effective teaching.

Preferred Qualifications:

- College-level teaching experience; and,
A demonstrated ability to work with a diverse student population.

For full consideration, applications must be received by January 31, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Links to apply/view details: www.ccsu.edu/jobs

Employment Ads

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PSYCHOLOGICAL SCIENCES: ASSISTANT PROFESSOR [#C14-051]

Psychological Science
Central Connecticut State University
New Britain, CT

Central Connecticut State University's Department of Psychological Science invites applications for two tenure-track Assistant Professors. The area of expertise is open to those with a strong background in research and teaching with demonstrated experience with diverse communities and the ability to mentor students of a broad and underrepresented population. Teaching responsibilities may include graduate and undergraduate courses, such as Introduction to Psychology, Social Psychology, Developmental Psychology, Learning & Memory, Assessment & Personality, and/or research methods, and other courses or topics in areas of expertise. The regular teaching load is 12 hours per semester with some teaching classes required.

- Required Qualifications:**
- Doctorate in Psychology or related field by the date of appointment.
 - Evidence of active research (e.g., publications and presentations at professional conferences).
 - A programmatic research plan.
 - Commitment to serving a culturally diverse student body, and,
 - Evidence of effective teaching.

- Preferred Qualifications:**
- College-level teaching experience, and,
 - A demonstrated ability to work with a diverse student population.

For full consideration, applications must be received by January 31, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/ads.

When applying for this position, please mention you saw this ad in the APS Employment Network.

Ad has been online since December 25, 2013

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Psychological Sciences: Assistant Professor [#C14-051]

Page 1 of 1

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Faculty - Liberal Arts - Psychology
Posted: 12/27/13
Application Due: 01/31/2014
Type: Full Time

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Central Connecticut State University's Department of Psychological Science invites applications for two tenure-track Assistant Professors. The area of expertise is open to those with a strong background in research and teaching with demonstrated experience with diverse communities and the ability to mentor students of a broad and underrepresented population. Teaching responsibilities may include graduate and undergraduate courses, such as Introduction to Psychology, Social Psychology, Developmental Psychology, Learning & Memory, Assessment & Personality, and/or research methods, and other courses or topics in areas of expertise. The regular teaching load is 12 hours per semester with some teaching classes required.

- Required Qualifications:**
- Doctorate in Psychology or related field by the date of appointment.
 - Evidence of active research (e.g., publications and presentations at professional conferences).
 - A programmatic research plan.
 - Commitment to serving a culturally diverse student body, and,
 - Evidence of effective teaching.

- Preferred Qualifications:**
- College-level teaching experience, and,
 - A demonstrated ability to work with a diverse student population.

For full consideration, applications must be received by January 31, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/ads.

Application Information

Contact: Dr. Jason Elsworth
 Search Coordinator Only
 Central Connecticut State University
Online App. Form: www.ccsu.edu/ads

More Information on Central Connecticut State University

Psychological Science
 Department of Psychological Science
 Central Connecticut State University on HigherEdJobs
www.ccsu.edu/ads
www.ccsu.edu/ads
 State of CT website

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ps.psychologicalscience.org/jobs/job-new.cfm?id=7705

12/26/2013

http://www.higheredjobs.com/search/details.cfm?JobCode=175841161&Title=Psychologica... 1/6/2014

Hispanic Outlook

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Hispanic Outlook in Higher Education Magazine

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PSYCHOLOGICAL SCIENCES: ASSISTANT PROFESSOR [#C14-051] (POSTED 12/25/2013)

Central Connecticut State University

Description:
 PSYCHOLOGICAL SCIENCES: ASSISTANT PROFESSOR [#C14-051]

Central Connecticut State University's Department of Psychological Science invites applications for two tenure-track Assistant Professors. The area of expertise is open to those with a strong background in research and teaching with demonstrated experience with diverse communities and the ability to mentor students of a broad and underrepresented population. Teaching responsibilities may include graduate and undergraduate courses, such as Introduction to Psychology, Social Psychology, Developmental Psychology, Learning & Memory, Assessment & Personality, and/or research methods, and other courses or topics in areas of expertise. The regular teaching load is 12 hours per semester with some teaching classes required.

Required Qualifications:

- Doctorate in Psychology or related field by the date of appointment.
- Evidence of active research (e.g., publications and presentations at professional conferences).
- A programmatic research plan.
- Commitment to serving a culturally diverse student body, and,
- Evidence of effective teaching.

Preferred Qualifications:

- College-level teaching experience, and,
- A demonstrated ability to work with a diverse student population.

For full consideration, applications must be received by January 31, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/ads.

Contact:
 Central Connecticut State University

[View application details on this page](#)

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Central Connecticut State University

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Back to Opportunities
 Institutional Faculty
 [C14-054] - Journal Name Assistant/Associate Professor

Position Information

Category: Institutional Faculty
 Deadline: 2/14/2014
 Contact Person: Vishal Khanna
 Email: khanna@ccsu.edu
 Phone: (860) 333-2774

Job Description

Central Connecticut State University's Journalism Department invites applications for a full-time tenure-track Assistant Professor. The area of expertise is open to those with a strong background in research and teaching with demonstrated experience with diverse communities and the ability to mentor students of a broad and underrepresented population. Teaching responsibilities may include graduate and undergraduate courses, such as Introduction to Journalism, News Writing, and/or research methods, and other courses or topics in areas of expertise. The regular teaching load is 12 hours per semester with some teaching classes required.

Required Qualifications:

- PhD in Journalism, communication or related discipline by the date of appointment.
- Evidence of active research (e.g., publications and presentations at professional conferences).
- A programmatic research plan.
- Commitment to serving a culturally, ethnically and linguistically diverse student body.

Preferred Qualifications:

- Evidence of teaching experience, and,
- A demonstrated ability to work with a diverse student population.

For full consideration, applications must be received by January 31, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/ads.

Application & Appointment: For full consideration, applications must be received by January 31, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, click on the Apply Now button and download the application form.

• Letter of interest addressing the qualifications for the position
 • Current curriculum vitae
 • Names of three or four professional references with addresses, email addresses and telephone numbers
 • Samples of work (articles, books in press, etc.)

For ADD send date, letter from thesis advisor stating anticipated date of completion.
 No hard or e-mailed copies will be accepted. Please make sure your email security number is not listed on any documents submitted. Contact us if you have any questions.

For more information, contact Vishal Khanna at khanna@ccsu.edu or [860-333-2774](tel:8603332774).

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JOURNALISM: ASSISTANT/ASSOCIATE PROFESSOR [#C14-054] (POSTED 01/23/2014)

Central Connecticut State University

DESCRIPTION: JOURNALISM: ASSISTANT/ASSOCIATE PROFESSOR [#C14-054]

Central Connecticut State University's Journalism Department invites applications for a full-time tenure-track Assistant/Associate Professor beginning Fall 2014. The successful candidate will teach undergraduate courses in visual and multimedia journalism and contribute actively and effectively to student growth, service, and scholarship.

Preferred Qualifications:

- Ph.D. in Journalism, Communication or a related discipline (completion of Ph.D. required by August 25, 2014);
- Seven years full-time work in a newsroom as a photographer, videographer, or other visual journalist;
- College teaching experience;
- Evidence of ongoing research/creative work; and,
- Commitment to serving a culturally, ethnically and linguistically diverse student body.

Preferred Qualifications:

- Professional experience in both photojournalism and videography;
- Doctoral research specialty in an area of journalism that could enhance our curriculum (e.g., ethics, history, images, design theory); and,
- Teaching experience in visual journalism.

For full consideration, applications must be received by March 1, 2014. To begin the application process, go to www.ccsu.edu/jobs.

Contact: Central Connecticut State University

View position details on our website



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Journalism: Assistant/Associate Professor [#C14-054]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Faculty - Communications - Journalism
Posted: 01/23/2014
Application Due: 03/01/2014
Type: Full Time
Salary: \$57,630 to \$95,781 USD Per Year

Central Connecticut State University's Journalism Department invites applications for a full-time tenure-track Assistant/Associate Professor beginning Fall 2014. The successful candidate will teach undergraduate courses in visual and multimedia journalism and contribute actively and effectively to student growth, service, and scholarship.



Required Qualifications:

- Ph.D. in Journalism, communication or a related discipline (completion of Ph.D. required by August 25, 2014);
- Seven years full-time work in a newsroom as a photographer, videographer, or other visual journalist;
- College teaching experience;
- Evidence of ongoing research/creative work; and,
- Commitment to serving a culturally, ethnically and linguistically diverse student body.

Preferred Qualifications:

- Professional experience in both photojournalism and videography;
- Doctoral research specialty in an area of journalism that could enhance our curriculum (e.g., ethics, history, images, design theory); and,
- Teaching experience in visual journalism.

For full consideration, applications must be received by March 1, 2014. To begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Dr. Vivian Martin
 Search Committee Chair
 Central Connecticut State University
Online App. Form: <http://www.ccsu.edu/jobs>

More Information on Central Connecticut State University

[Institutional Profile](#)

<http://www.hispanicoutlook.com/job-description/37214/journalism-assistantassociate-prof...> 2/24/2014

<http://www.higheredjobs.com/state/details.cfm?jobcode=175848717&aid=1027&print=yes> 2/24/2014

Current openings for Central Connecticut State University on HigherEdJobs.
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[CCSU Job posting webpage](#)
[State of CT webpage](#)

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COUNSELING & FAMILY THERAPY: ASSISTANT/ASSOCIATE PROFESSOR [#C14-056] (POSTED 01/16/2014)

Central Connecticut State University

DESCRIPTION: COUNSELING & FAMILY THERAPY: ASSISTANT/ASSOCIATE PROFESSOR [#C14-056]

Central Connecticut State University's Department of Counseling & Family Therapy invites applications for a full-time tenure-track Assistant/Associate Professor beginning Fall 2014. The successful candidate will teach graduate courses in counseling theory and clinical development and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to participation in a working with a diverse student body.

Preferred Qualifications:

- Earned doctorate in counseling or a related discipline (50% candidates will be considered complete by required date one year of application)
- Employment experience in the practice of student development in higher education;
- Demonstrated commitment to excellence in teaching;
- Experience in training and supervision of student development professionals and counselors;
- Opened to teach core counseling courses (theory and techniques, group counseling, etc.);
- Demonstrated experience in graduate counseling development programs.

Preferred Qualifications:

- Several years classroom teaching experience in higher education;
- Demonstrated experience in writing and supervising graduate students and new professionals in student development;
- Three years of direct student development practice; and,
- Experience in counseling and training development programs.

For full consideration, applications must be received by March 24, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Contact: Central Connecticut State University

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BGSU

Counseling-Fam Therapy: Ass/Ass Prof [#C14-056

Central Connecticut State University's Department of Counseling & Family Therapy invites applications for a full-time tenure-track Assistant/Associate Professor position beginning Fall 2014. The successful candidate will teach graduate courses in counselor education and student development and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Qualifications:

- Earned doctorate in counselor education or a related discipline (ABD candidates will be considered; completion is required within one year of appointment);
- Employment experience in the practice of student development in higher education;
- Demonstrated commitment to excellence in teaching;
- Expertise in training and supervision of student development professionals and counselors;
- Qualified to teach core counseling courses (theory and techniques, group counseling, ethics);
- Demonstrated experience or potential for research and scholarship; and,
- Demonstrated commitment to serving culturally diverse communities.

Preferred Qualifications:

- Successful classroom teaching experience in higher education;
- Demonstrated experience mentoring and supervising graduate students and new professionals in student development;
- Three years of direct student development practice; and,
- Experience in coordinating and managing educational programs.

For full consideration, applications must be received by March 24, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Central Connecticut State University
 Job Type: Regular
 Job Schedule: Full-time
 Location: New Britain, CT 06090
 Document ID: A5915-2711
 Posted on: 01/10/2014

jobs.diversejobs.net/candidate/processandviewprintablejob?docid=A... 1/16/2014

COUNSELING & FAMILY THERAPY: ASSISTANT/ASSOCIATE PROFESSOR [#C14-056]

Central Connecticut State University is an Equal Opportunity Employer

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 Deadline: March 24, 2014
 Date Posted: January 10, 2014
 Type: Tenured, tenure track
 Salary: Not specified
 Employment Type: Full-time

Central Connecticut State University's Department of Counseling & Family Therapy invites applications for a full-time tenure-track Assistant/Associate Professor position beginning Fall 2014. The successful candidate will teach graduate courses in counselor education and student development and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Earned doctorate in counselor education or a related discipline (ABD candidates will be considered; completion is required within one year of appointment);
- Employment experience in the practice of student development in higher education;
- Demonstrated commitment to excellence in teaching;
- Expertise in training and supervision of student development professionals and counselors;
- Qualified to teach core counseling courses (theory and techniques, group counseling, ethics);
- Demonstrated experience or potential for research and scholarship; and,
- Demonstrated commitment to serving culturally diverse communities.

Preferred Qualifications:

- Successful classroom teaching experience in higher education;
- Demonstrated experience mentoring and supervising graduate students and new professionals in student development;
- Three years of direct student development practice; and,
- Experience in coordinating and managing educational programs.

For full consideration, applications must be received by March 24, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

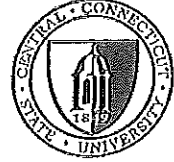
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Counseling & Family Therapy: Assistant/Associate Professor [#C14-056]

Institution: Central Connecticut State University
 Location: New Britain, CT
 Category: Faculty - Education - Counselor Education
 Posted: 01/10/2014
 Application Due: 03/24/2014
 Type: Full Time
 Salary: \$57,930 to \$95,761 USD Per Year

Central Connecticut State University's Department of Counseling & Family Therapy invites applications for a full-time tenure-track Assistant/Associate Professor position beginning Fall 2014. The successful candidate will teach graduate courses in counselor education and student development and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.



Required Qualifications:

- Earned doctorate in counselor education or a related discipline (ABD candidates will be considered; completion is required within one year of appointment);
- Employment experience in the practice of student development in higher education;
- Demonstrated commitment to excellence in teaching;
- Expertise in training and supervision of student development professionals and counselors;
- Qualified to teach core counseling courses (theory and techniques, group counseling, ethics);
- Demonstrated experience or potential for research and scholarship; and,
- Demonstrated commitment to serving culturally diverse communities.

Preferred Qualifications:

- Successful classroom teaching experience in higher education;
- Demonstrated experience mentoring and supervising graduate students and new professionals in student development;
- Three years of direct student development practice; and,
- Experience in coordinating and managing educational programs.

For full consideration, applications must be received by March 24, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact:

<http://www.higheredjobs.com/search/details.cfm?Jobcode=175844262&aID...> 1/16/2014



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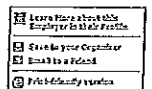


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Educational Leadership: Assistant/Associate Professor (Higher Education Specialization) [#C14-057]

Start: 1/16/2014

Institution: Central Connecticut State University
 Location: New Britain, CT
 Category: Faculty - Education - Eds. Admin & Leadership (study of)
 Faculty - Education - Higher Education (study of)
 Posted: 02/20/13
 Application Due: 02/20/14
 Type: Full Time
 Salary: \$57,610 to \$95,751 USD Per Year



Central Connecticut State University's Department of Educational Leadership and Instructional Technology seeks a faculty member to help develop a new Ed.D. in Higher Education Leadership.

Required Qualifications:

- Doctorate in higher education administration or closely related discipline with specialization in higher education documented by coursework and scholarship;
- A record of excellence in teaching, research, service, and professional participation;
- Expertise appropriate for doctoral level teaching in one or more of the following areas: (1) Quantitative methods applied to instructional research, evaluation, and/or assessment; (2) Leadership in instruction and community college; (3) Higher education policy; and, (4) Student learning and academic persistence in higher education;
- Work experience and/or research that focuses on higher education and
- Committed to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Successful experience teaching quantitative methods to graduate students;
- Experience with emerging global trends in higher education;
- A research agenda that addresses social justice and equity issues in higher education leadership; and,
- Experience with academic program development and implementation.

For full consideration, applications must be received by January 23, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Dr. Karen Fogard
 Search Committee Chair
 Central Connecticut State University
 Online App. Form: <http://www.ccsu.edu/jobs>

More Information on Central Connecticut State University

1/16/2014
 Direct request for Central Connecticut State University on HigherEdJobs
 CCSSU Home Page
 CCSSU Job Postings Website
 Post a Job on HigherEdJobs

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EDUCATIONAL LEADERSHIP: ASSISTANT PROFESSOR [#C14-058]

Central Connecticut State University in Connecticut

- Save
- Edit

Deadline: February 13, 2014
 Date Posted: January 15, 2014
 Type: Tenured, tenure track
 Salary: Not specified
 Employment Type: Full-time

The Department of Educational Leadership and Instructional Technology at Central Connecticut State University seeks a tenure-track faculty member for our NCATE-recognized and ELOCO-recognized leadership programs beginning Fall 2014. The department offers a masters degree, a sixth year Rescure program, and a cohort-based EAD program for mid-career preK-12 professionals seeking to enhance leadership skills at the classroom, building, district or state level.

Required Qualifications:

- Doctorate in education with emphasis in educational leadership and administration or closely related field of study;
- A record of excellence (or potential excellence) in the case of appointment at the rank of assistant professor) in teaching, research, service, and professional participation that merits appointment as an assistant professor;
- Major specialization in one or more of the following areas: 1) school and district leadership to support social justice, equity, diversity, and a culture of success for all children; 2) leadership and the process of teaching/learning/cognition; 3) organizational development and school improvement; and, 4) educational policy, leadership, and administration;
- Work experience and/or research that focuses on leading, teaching, and learning in preK-12 settings; and,
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Background in research and research methods for advising doctoral student research in topics related to leadership and school improvement;
- Successful experience teaching quantitative methods to graduate students;
- Experience in public education as a district and/or school leader;
- A research agenda that addresses leadership issues including social justice and equity;
- Experience and qualifications appropriate to teaching certification courses for Rescure as a building administrator or school superintendent; and,
- Experience with accreditation (NCATE/ELOCO) and implementation of performance assessment.

For full consideration, applications must be received by February 13, 2014. Salary and rank are commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs

<https://chroniclevitae.com/jobs/0000815304-01>

1/16/2014
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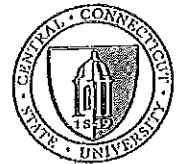
Chemistry & Biochemistry *ssistant Professor [#C14-060] - Highl Jobs

HigherEdJobs

Chemistry & Biochemistry: Assistant Professor [#C14-060]

Institution: Central Connecticut State University
 Location: New Britain, CT
 Category: Faculty - Science - Chemistry
 Faculty - Science - Biochemistry and Molecular Biology
 Posted: 01/24/2014
 Application Due: 02/28/2014
 Type: Full Time
 Salary: \$57,930 to \$77,699 USD Per Year

Central Connecticut State University's Department of Chemistry & Biochemistry invites applications for a full-time tenure-track position beginning Fall 2014. The new faculty member is expected to teach undergraduate courses in Analytical Chemistry, Instrumental Analysis, and other courses as required, and to contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.



Required Qualifications:

- Ph.D. in Chemistry or a related discipline (ABDs will be considered);
- Ability to teach undergraduate analytical and instrumental analysis lecture and lab courses;
- Demonstrated ability for creative research;
- Excellent communication skills; and,
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications:

- Experience teaching and mentoring undergraduate students; and,
- A proposed research program appropriate for our students and facilities that complements current faculty expertise.

For full consideration, applications must be received by 5:00PM, February 28, 2014. Salary and rank are commensurate with education and experience. ABD will be hired at the instructor rank. For more information and to begin the application process, go to www.ccsu.edu/jobs

Application Information

Contact: Dr. Guy Crundwell
 Search Committee Chair
 Central Connecticut State University
 Online App. Form: <http://www.ccsu.edu/jobs>



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EDUCATIONAL LEADERSHIP: ASSISTANT/ASSOCIATE PROFESSOR (HIGHER EDUCATION SPECIALIZATION) [#C14-057] (POSTED 01/08/2014)

Central Connecticut State University

Description:

EDUCATIONAL LEADERSHIP, ASSISTANT/ASSOCIATE PROFESSOR (Higher Education Specialization) [#C14-057]

Central Connecticut State University's Department of Educational Leadership and Instructional Technology seeks a faculty member to help develop a new EAD in Higher Education Leadership.

Required Qualifications:

- Doctorate in higher education administration or closely related discipline with specialization in higher education administration by coursework and scholarship;
- A record of excellence in teaching, research, service, and professional participation;
- Major specialization in one or more of the following areas: (1) leadership and the process of teaching/learning/cognition; (2) organizational development and school improvement; and, (3) educational policy, leadership, and administration;
- Work experience and/or research that focuses on leading, teaching, and learning in preK-12 settings; and,
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications:

- Successful experience teaching quantitative methods to graduate students;
- Experience in public education as a district and/or school leader;
- A research agenda that addresses leadership issues including social justice and equity;
- Experience and qualifications appropriate to teaching certification courses for Rescure as a building administrator or school superintendent; and,
- Experience with accreditation (NCATE/ELOCO) and implementation of performance assessment.

For full consideration, applications must be received by January 23, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs

Contact: Central Connecticut State University

View job on North East Job Bank page

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 220 N. Main Street, Suite 200, New Britain, CT 06110-1212

<http://www.hispanicoutlook.com/job-description/37022/educational-leadership-assistantass...> 2/24/2014

CCSU HR Applicant Tracking System



Back to Opportunities

Instructional Faculty
[C14-050] - Chemistry & Biochemistry: Assistant Professor

Position Information

Category: Instructional Faculty
 Position: 22146293
 Contact Person: Guy Crundwell
 Email: Guy.Crundwell@ccsu.edu
 Phone: (813) 433-1112

Job Description

Central Connecticut State University's Department of Chemistry & Biochemistry is seeking applications for a full-time tenure-track position beginning Fall 2014. The new faculty member is expected to teach undergraduate courses in Analytical Chemistry, Instrumental Analysis, and other courses as required, and to contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

- Ph.D. in Chemistry or a related discipline (ABDs will be considered);
- Ability to teach undergraduate analytical and instrumental analysis lecture and lab courses;
- Demonstrated ability for creative research;
- Excellent communication skills; and,
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications:

- Experience teaching and mentoring undergraduate students; and,
- A proposed research program appropriate for our students and facilities that complements current faculty expertise.

The University (CCSU) is one of four white colleges with the Board of Regents for Higher Education, Central Connecticut State College & University. Each of these colleges and a wide array of academic programs prepare students for success in whatever field they choose. CCSU is proud to have been a recipient of the National Best College Award for 10 years in a row. CCSU is also proud to have been named the National Best College Award for 10 years in a row. CCSU is also proud to have been named the National Best College Award for 10 years in a row. CCSU is also proud to have been named the National Best College Award for 10 years in a row.

The University (CCSU) is located in New Britain, a city of over 100,000, which is a 1-hour drive to the state capital in Hartford. New Britain is home to the nationally recognized Yale School of Forestry & Environmental Studies and offers a range of cultural opportunities, including the New Britain Symphony Orchestra, the New Britain Rock Club (one of a professional touring rock bands), and an extensive park system. The University is approximately 40 hours by car from both Boston and New York City.

Application & Appointment: For full consideration, applications must be received by 5:00PM, February 28, 2014. Salary and rank are commensurate with education and experience. ABD will be hired at the instructor rank. To begin the application process, click on the Apply New Britain and submit the following to a single job link at the following website:

- Letter of interest including the qualifications for the position;
- Current curriculum vitae;
- Names of three current professional references with email and phone numbers; and,
- Proposed research/teaching/leadership/graduate involvement.

ABD candidates, a letter from their advisor stating a proposed date of completion.

No hard or e-mailed copies will be accepted or reviewed. Please include any personally identifiable information (e.g., Social Security Number) on any documents submitted.

For more information, contact Dr. Guy Crundwell at Guy.Crundwell@ccsu.edu.

CCSU is an equal opportunity and affirmative action employer. Members of all underserved groups, women, veterans and persons with disabilities are invited and encouraged to apply.

More Information on Central Connecticut State University

- [Institutional Profile](#)
- [Current openings for Central Connecticut State University on HigherEdJobs.](#)
- [CCSU Home Page](#)
- [CCSU Job posting webpage](#)
- [State of CT webpage](#)

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CHEMISTRY & BIOCHEMISTRY: ASSISTANT PROFESSOR [C14-060] (POSTED 01/24/2014)

Central Connecticut State University

Description
CHEMISTRY & BIOCHEMISTRY ASSISTANT PROFESSOR [C14-060]

Central Connecticut State University's Department of Chemistry & Biochemistry invites applications for a full-time tenure-track position beginning Fall 2014. The candidate must have a Ph.D. in Chemistry or Biochemistry with a minimum of 30 semester hours of graduate coursework in chemistry and biochemistry. The candidate must also have a minimum of 30 semester hours of graduate coursework in chemistry and biochemistry. The candidate must also have a minimum of 30 semester hours of graduate coursework in chemistry and biochemistry. The candidate must also have a minimum of 30 semester hours of graduate coursework in chemistry and biochemistry.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Contact: Central Connecticut State University

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CCSU HR Applicant Tracking System Page 2 of 2

CCSU HR Applicant Tracking System Page 2 of 2

Instructional Faculty [C14-060] - Educational Leadership: Assistant Professor

Position Information:
 Category: Instructional Faculty
 Deadline: 2/24/2014
 Contact Person: Ellen Rota
 Email: Ellen.Rota@ccsu.edu
 Phone: (860) 832-3114

Job Description:
 The Department of Educational Leadership and Instructional Technology at Central Connecticut State University seeks a tenure-track faculty member for our Educational Leadership program beginning Fall 2014. The department offers a master's degree, a dual year master's program, and a school-based Ed.M. program for individuals with professional teaching experience. The candidate must have a Ph.D. in Educational Leadership, Educational Leadership, or a related field. The candidate must also have a minimum of 30 semester hours of graduate coursework in educational leadership, instructional technology, and educational leadership. The candidate must also have a minimum of 30 semester hours of graduate coursework in educational leadership, instructional technology, and educational leadership.

Required Qualifications:

- Doctorate in education with emphasis in educational leadership and instructional technology or closely related field of study.
- A record of experience for professional practice in the area of application of the role of leadership in teaching, research, service, and professional participation in the field of educational practice.
- Major specialization in one or more of the following areas: (a) school and district leadership to support student learning, equity, diversity, and a culture of success for all students; (b) leadership in the process of teaching/learning; (c) organizational development and school improvement; (d) educational policy, leadership, and administration.
- Work experience and/or research that focuses on teaching, learning, and learning to teach in K-12 settings and.
- Commitment to teaching a culturally and ethnically diverse student body.

Preferred Qualifications:

- Background in research and research methods for editing doctoral student research in higher education to leadership and school improvement.
- Experience in public education as a district or school leader.
- A research agenda that addresses leadership issues including school justice and equity.
- Experience and qualifications appropriate to teaching certification courses for licensure as a building administrator or school improvement leader.
- Experience with accreditation (CAEP/EACOG) and implementation of performance assessment.

The University, CCSU is one of the state's premier institutions with the Board of Regents for Higher Education. Central Connecticut State University is a public institution of higher learning. The University is committed to the highest quality of education and research. The University is committed to the highest quality of education and research. The University is committed to the highest quality of education and research.

Application and Appointment: For full consideration, applications must be received by February 24, 2014. Salary and rank are commensurate with education and experience. To begin the application process, click on the Apply Now button and submit the following:

- Letter describing all qualifications for the position.
- Detailed curriculum vitae.
- Examples of three recent publications or other scholarly work (such as funded grants, manuscripts in progress, or conference presentations).
- Names of three current professional references with email and postal addresses, and phone numbers, and.
- Unofficial transcripts.

No hard or e-mailed copies will be accepted. Please email your final faculty letter and CV to the following email address: ellen.rota@ccsu.edu. For more information, contact Ellen Rota at (860) 832-3114 or ellen.rota@ccsu.edu.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Instructional Faculty [C14-060] - Educational Leadership: Assistant Professor

Position Information:
 Category: Instructional Faculty
 Deadline: 2/24/2014
 Contact Person: Ellen Rota
 Email: Ellen.Rota@ccsu.edu
 Phone: (860) 832-3114

Job Description:
 The Department of Educational Leadership and Instructional Technology at Central Connecticut State University seeks a tenure-track faculty member for our Educational Leadership program beginning Fall 2014. The department offers a master's degree, a dual year master's program, and a school-based Ed.M. program for individuals with professional teaching experience. The candidate must have a Ph.D. in Educational Leadership, Educational Leadership, or a related field. The candidate must also have a minimum of 30 semester hours of graduate coursework in educational leadership, instructional technology, and educational leadership. The candidate must also have a minimum of 30 semester hours of graduate coursework in educational leadership, instructional technology, and educational leadership.

Required Qualifications:

- Doctorate in education with emphasis in educational leadership and instructional technology or closely related field of study.
- A record of experience for professional practice in the area of application of the role of leadership in teaching, research, service, and professional participation in the field of educational practice.
- Major specialization in one or more of the following areas: (a) school and district leadership to support student learning, equity, diversity, and a culture of success for all students; (b) leadership in the process of teaching/learning; (c) organizational development and school improvement; (d) educational policy, leadership, and administration.
- Work experience and/or research that focuses on teaching, learning, and learning to teach in K-12 settings and.
- Commitment to teaching a culturally and ethnically diverse student body.

Preferred Qualifications:

- Background in research and research methods for editing doctoral student research in higher education to leadership and school improvement.
- Experience in public education as a district or school leader.
- A research agenda that addresses leadership issues including school justice and equity.
- Experience and qualifications appropriate to teaching certification courses for licensure as a building administrator or school improvement leader.
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Application and Appointment: For full consideration, applications must be received by February 24, 2014. Salary and rank are commensurate with education and experience. To begin the application process, click on the Apply Now button and submit the following:

- Letter describing all qualifications for the position.
- Detailed curriculum vitae.
- Examples of three recent publications or other scholarly work (such as funded grants, manuscripts in progress, or conference presentations).
- Names of three current professional references with email and postal addresses, and phone numbers, and.
- Unofficial transcripts.

No hard or e-mailed copies will be accepted. Please email your final faculty letter and CV to the following email address: ellen.rota@ccsu.edu. For more information, contact Ellen Rota at (860) 832-3114 or ellen.rota@ccsu.edu.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

ENGINEERING (STRUCTURAL); ASST PROFESSOR #C14-061

Central Connecticut State University's Engineering Department invites applications for a full-time tenure-track position beginning Fall 2014.

Required Qualifications:

- B.S. in Civil Engineering and Ph.D. in Civil Engineering with focus on structural engineering by the date of appointment;
- Extensive background in structural analysis and design;
- Two years of relevant full-time professional experience in structural engineering;
- A Professional Engineering (P.E.) license within three years of appointment;
- Excellent communication and presentation skills; and,
- Commitment to serving a culturally and ethnically diverse university community.

Preferred Qualifications:

- Teaching experience in EAC of ABET accredited civil engineering programs;
- Expertise and experience to teach civil engineering structural courses, i.e., design of structural concrete, steel and timber;
- Demonstrated record of outstanding teaching, scholarly activities, advising, service, and experience in developing and/or maintaining structural and civil materials laboratories;
- Experience working with industry and both undergraduate and graduate students in applied research with record of successful external funding; and,
- Ability to teach engineering technical writing and presentation.

For full consideration, applications must be received by March 15, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Central Connecticut State University
 Location: New Britain, CT 06520
 Document ID: AS035-2E35

Job Type: Regular
 Job Schedule: Full-time
 Posted on: 01/23/2014



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ENGINEERING (STRUCTURAL); ASSISTANT PROFESSOR #C14-061 (POSTED 01/24/2014)

Central Connecticut State University

Engineering (Structural) Assistant Professor #C14-061
 Central Connecticut State University's Engineering Department invites applications for a full-time tenure-track position beginning Fall 2014.

- Required Qualifications:
- B.S. in Civil Engineering and Ph.D. in Civil Engineering with focus on structural engineering by the date of appointment;
 - Extensive background in structural analysis and design;
 - Two years of relevant full-time professional experience in structural engineering;
 - A Professional Engineering (P.E.) license within three years of appointment;
 - Excellent communication and presentation skills; and,
 - Commitment to serving a culturally and ethnically diverse university community.

- Preferred Qualifications:
- Teaching experience in EAC of ABET accredited civil engineering programs;
 - Expertise and experience to teach civil engineering structural courses, i.e., design of structural concrete, steel and timber;
 - Demonstrated record of outstanding teaching, scholarly activities, advising, service, and experience in developing and/or maintaining structural and civil materials laboratories;
 - Experience working with industry and both undergraduate and graduate students in applied research with record of successful external funding; and,
 - Ability to teach engineering technical writing and presentation.

For full consideration, applications must be received by March 15, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

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Contact: Central Connecticut State University

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Engineering (Structural): Assistant Professor #C14-061 - HigherEd Jobs Page 2 of 2

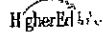
<http://www.hispanicoutlook.com/job-description/37236/engineering-structural--assistant-p...> 2/24/2014

Engineering (Structural): Assistant Professor #C14-061 - HigherEd Jobs Page 1 of 2

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- [State of CT webpage](#)

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.



Engineering (Structural): Assistant Professor #C14-061

Institution: Central Connecticut State University
 Location: New Britain, CT
 Category: Faculty - Engineering - Civil and Environmental
 Posted: 01/24/2014
 Application Due: 03/15/2014
 Type: Full Time
 Salary: \$57,930 to \$77,699 USD Per Year

Central Connecticut State University's Engineering Department invites applications for a full-time tenure-track position beginning Fall 2014.

Required Qualifications:

- B.S. in Civil Engineering and Ph.D. in Civil Engineering with focus on structural engineering by the date of appointment;
- Extensive background in structural analysis and design;
- Two years of relevant full-time professional experience in structural engineering;
- A Professional Engineering (P.E.) license within three years of appointment;
- Excellent communication and presentation skills; and,
- Commitment to serving a culturally and ethnically diverse university community.

Preferred Qualifications:

- Teaching experience in EAC of ABET accredited civil engineering programs;
- Expertise and experience to teach civil engineering structural courses, i.e., design of structural concrete, steel and timber;
- Demonstrated record of outstanding teaching, scholarly activities, advising, service, and experience in developing and/or maintaining structural and civil materials laboratories;
- Experience working with industry and both undergraduate and graduate students in applied research with record of successful external funding; and,
- Ability to teach engineering technical writing and presentation.

For full consideration, applications must be received by March 15, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Dr. Brenda Zhou
 Search Committee Chair
 Central Connecticut State University

Online App. Form: <http://www.ccsu.edu/jobs>



PLEASE FOLLOW THE SPECIFIC APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: State Employees / Candidates on a current Secretary 2 classification list (see Eligibility Requirements)
Location: Recruitment and Admissions
Job Posting No: 014-063
Hours: Monday through Friday - 8 a.m. to 5 p.m. with a 1 hour meal period. 40 hours per week.
Salary: \$44,033 to \$57,833 Annually
Closing Date: January 22, 2014

Eligibility Requirements: Candidates must have applied for and passed the Secretary 2 examination and be on the current certification list promulgated by the Department of Administrative Services for this classification. State employees currently holding the above title or those who have previously held that position may apply for lateral transfer.

Knowledge, Skills and Abilities: Candidate's knowledge of office systems and procedures, considerable knowledge of proper grammar, punctuation and spelling, knowledge of business communications, knowledge of departmental policies and procedures, knowledge of business math, key personal skills, ability to schedule and prioritize office workload, ability to operate office equipment which includes personal computer and other electronic equipment, ability to operate office mail software, ability to take notes (dictated, stenographic or other method acceptable to the supervisor).

General Experience: Three (3) years' experience above the minimum clerical level in office support or related work.

Special Experience: One year of the General Experience must have been as a Secretary 1 or its equivalent.

Substitution Allowed: College training may be substituted for the General Experience on the basis of 18 semester hours equating one-half (1/2) year of experience to a maximum of two (2) years.

Note: The filing of this position will be in accordance with employment, EEO/AAE, transfer, promotion and merit employment rules, if applicable.

Application Information: Interested and qualified candidates who meet the above requirements should submit: 1) a cover letter specifying this posting (014-063); 2) a completed State application form (014-014 - available at <http://hr.state.ct.us>); 3) a resume; 4) the names, titles and phone numbers of two current professional references. Application packages will not be considered without these documents. Applications must be postmarked by January 22, 2014. Faxes will not be accepted. Good cover letters, applications and references to:

Human Resources
Davidson Hall - Room 119
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050
(Telephone: 860-332-1755)

All candidates for employment at Central CT State University are subject to a pre-employment background investigation, including criminal background check, federal sanctions, and reference check. Selection for employment is contingent upon satisfactory completion of the background investigation.

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The State of Connecticut is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.



Opportunity
Professional Faculty
[014-063] - Engineering (Structural) Assistant Professor

Position Information

Category: Professional Faculty
Department: 014-063
Location: Storrs
Employment: Full-time
Phone: (860) 439-1115

Job Description

Central Connecticut State University's Engineering Department invites applications for a full-time tenure-track position beginning Fall 2014. This position is open to Ph.D. holders in the field of Structural Engineering. The successful candidate is expected to design and teach a variety of courses in the Structural Engineering Department, develop and teach an advanced graduate-level course, conduct research in the field of structural engineering, and supervise student research in the field of structural engineering. The successful candidate will also be expected to participate in the development and delivery of professional engineering education. Candidates are expected to be committed to scholarship and working with a diverse student body.

Required Qualifications

- B.S. in Civil Engineering and Ph.D. in Civil Engineering with focus on structural engineering by the date of appointment.
- Extensive background in structural analysis and design.
- Two years of full-time U.S. graduate level experience in structural engineering.
- A Professional Engineering (PE) license within three years of appointment.
- Excellent communication and presentation skills, and.
- Commitment to teaching a culturally and ethnically diverse student community.

Preferred Qualifications

- Teaching experience in EAC of ABET accredited civil engineering programs.
- Experience and expertise in both civil engineering structural analysis, i.e., design of structural members, steel and timber.
- Demonstrated record of scholarly teaching, scholarly activities, e.g., e-books, articles, and experience in developing and conducting funded and self-funded research.
- Experience working with industry and both undergraduate and graduate students in applied research with record of external funding and.
- Ability to teach engineering technical writing and presentation.

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The University (CCSU) is one of the state's institutions with the Board of Regents for Higher Education, Central Connecticut State University. The Board of Regents is one of the state's institutions with the Board of Regents for Higher Education, Central Connecticut State University.

Applicants & Applicants For Full consideration, applications must be received by March 14, 2014. Salary and rank are commensurate with education and experience. To begin the application process, click on the Apply link below and electronically submit the following to a single email to the email provided:

- Cover letter addressing all the qualifications for the position.
- Current resume.
- Concise statements of teaching philosophy and research interests (one page maximum).
- Names of three current professional references with email addresses, and phone numbers.
- Unofficial transcripts.
- All of candidates include a letter from their advisor stating they state date of completion.

No hard or e-mailed copies will be accepted. Please email your personal identifying information (e.g., Social Security Number) on any documents included.

For more information, contact Dr. E. Joseph D'Amico, Search Committee Chair, at edamico@ccsu.edu

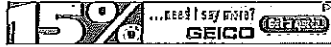
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[/hosted.ccsu.edu/hrat/index.php?job=53](http://hosted.ccsu.edu/hrat/index.php?job=53)

2/24/2014

Nursing: Assistant/Associate Professor (#C14-063) - HigherEdJobs

Page 1 of 1



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Nursing: Assistant/Associate Professor (#C14-063)

Page 1 of 1

Location: Central Connecticut State University
City: New Britain, CT
Category: Faculty - Medicine - Nursing
Posting: 1/17/2014
Application Due: 01/22/2014
Type: Full Time
Salary: \$37,833 to \$57,833 USD Per Year

Save time and money
Save time and money
Save time and money
Save time and money

Central Connecticut State University's Nursing Department invites applications for a full-time tenure-track Assistant/Associate Professor beginning Fall 2014. The successful candidate will teach undergraduate courses in the RN and RNSN programs, and coordinate study and research in student growth, service and scholarship. Candidates are expected to be committed to scholarship and working with a diverse student body.

Required Qualifications

- Master's degree in nursing and.
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications

- Extensive teaching experience along with recent clinical experience.
- Doctorate in Nursing or a related discipline.
- Eligibility for Connecticut RN and/or APRN licensure and.
- Experience in Adult Health/Community Health Nursing with simulation experience.

For full consideration, applications must be received by January 22, 2014. Salary and rank are commensurate with education and experience. For more information and to begin the application process, go to www.ccsu.edu.

Application Information

Contact: Dr. E. Joseph D'Amico
Search Committee Chair
Central Connecticut State University
Online App. Form: hrat.ccsu.edu/jobs

More Information on Central Connecticut State University

Central Connecticut State University
Central Connecticut State University
Central Connecticut State University
Central Connecticut State University

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PLEASE FOLLOW THE SPECIFIC APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: State Employees / Candidates on a current Payroll Clerk classification list (see Eligibility Requirements)
Location: Payroll Department
Job Posting No: 014-064
Hours: Monday through Friday, 8 A.M. to 5 P.M. with a 1 hour meal period (40 hours per week)
Salary: \$42,039 to \$55,131 Annually
Closing Date: January 22, 2014

Eligibility Requirements: Candidates must have applied for and passed the Payroll Clerk examination and be on the current certification list promulgated by the Department of Administrative Services for this classification. State employees currently holding the above title or those who have previously held that position may apply for lateral transfer.

Knowledge, Skills and Abilities: Knowledge of payroll terminology, processes and procedures, knowledge of basic accounting and bookkeeping principles and procedures, knowledge of general office procedures, skill in performing clerical computer work, knowledge of office equipment and software, ability to schedule and prioritize office workload, ability to operate office equipment which includes personal computer and other electronic equipment.

General Experience: Three (3) years of experience in bookkeeping, accounts payable or clerical work involving finances.

Special Experience: One (1) year of the General Experience must have involved payroll preparation.

Substitution Allowed: 1) College training may be substituted for the General Experience on the basis of 18 (18) semester hours equating one-half (1/2) year of experience to a maximum of two (2) years. 2) One (1) year as a Payroll Clerk producing payroll files may be substituted for a General and Special Experience.

Note: The filing of this position will be in accordance with employment, EEO/AAE, transfer, promotion and merit employment rules, if applicable.

Application Information: Interested and qualified candidates who meet the above requirements should submit: 1) a cover letter specifying this posting (014-064); 2) a completed State application form (014-014 - available at <http://hr.state.ct.us>); 3) a resume; 4) the names, titles and phone numbers of two current professional references. Application packages will not be considered without these documents. Applications must be postmarked by January 22, 2014. Faxes will not be accepted. Good cover letters, applications and references to:

Human Resources
Davidson Hall - Room 119
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050
(Telephone: 860-332-1755)

All candidates for employment at Central CT State University are subject to a pre-employment background investigation, including criminal background check, federal sanctions, and reference check. Selection for employment is contingent upon satisfactory completion of the background investigation.

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ACCOUNTING: ASSISTANT/ASSOCIATE PROFESSOR [EC14-067] (POSTED 01/27/2014)

Central Connecticut State University

DESCRIPTION ACCOUNTING: ASSISTANT/ASSOCIATE PROFESSOR [EC14-067]

Central Connecticut State University Accounting Department seeks applications for a full-time tenure-track position for the Fall 2014. The successful candidate will teach undergraduate and graduate courses with an emphasis in managerial accounting...

- Doctorate in Accounting or equivalent from an accredited university (MSW with a 2014 completion date acceptable)
• Experience in teaching Internal to Accounting and
• Commitment to serving culturally, ethnically and linguistically diverse communities.

- Preferred Qualifications:
• College teaching experience
• Big 10 hours of public domain in accounting and
• Professional certification in CPA or CMA.

Applications & Appointment: For full consideration, applications must be received by February 27, 2014. Salary range and compensation will be discussed and experience. For more information and to begin the application process, go to www.ccsu.edu.

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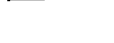
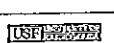
Contact: Central Connecticut State University

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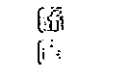


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Back to Opportunities International Family [014-067] - Accounting: Assistant/Associate Professor

Position Information Category: Professional Family Position ID: 2714-0241 Contact: Cheryl Crawford Email: ccrawford@ccsu.edu Phone: (852) 852-2239

Job Description Central Connecticut State University Accounting Department seeks applications for a full-time tenure-track position beginning Fall 2014. The successful candidate will teach undergraduate and graduate courses with an emphasis in managerial accounting...

- Required Qualifications:
• Doctorate in Accounting or equivalent from an accredited university (MSW with a 2014 completion date acceptable)
• Experience in teaching Internal to Accounting and
• Commitment to serving culturally, ethnically and linguistically diverse communities.

- Preferred Qualifications:
• College teaching experience
• Experience in the teaching Internal to managerial accounting and
• Professional certification in CPA or CMA.

The University (CCSU) is one of four state universities who the Board of Regents for Higher Education Commission Early College & University Board of Professional with a variety of postdoctoral programs students for entrance in October 2014 by...

The Community: CCSU is located in the historic city of over 17,000, with a 100-acre site in the state capital in Hartford. The historic town is the primary employer for a large number of Academic jobs and offers a range of cultural opportunities...

Applications & Appointment: For full consideration, applications must be received by February 27, 2014. Salary and such as commensurate with education and experience. To begin the application process, click on the Apply button and attach the following to a single file and the entire given below:

- Letter of intent including qualifications for the position
• Current curriculum vitae, and
• A list of three current professional references with mail and email addresses, and phone numbers.
• A 500 character letter from each of our state in completed date of completion.

You have 60 seconds to be accepted. Please send any personal identifiable information (e.g., Social Security Number) in any documents submitted.

For more information, contact Cheryl Crawford at 852-2239 or ccrawford@ccsu.edu.

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Central Connecticut State University 2014 Human Resources - Job Applicant Tracking System

http://www.hispanicoutlook.com/job-description/37258/accounting-assistantassociate-prof... 2/24/2014

http://hosted.ccsu.edu/hrat/index.php?job=54

2/24/2014

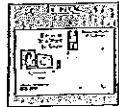
More Information on Central Connecticut State University

- Institutional Profile
• Current openings for Central Connecticut State University on HigherEdJobs.
• CCSU Home Page
• CCSU Job posting webpage
• State of CT webpage

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MANUFACTURING & CONSTRUCTION MANAGEMENT: ASSISTANT/ASSOCIATE PROFESSOR [EC14-067] (POSTED 01/31/2014)

Central Connecticut State University

DESCRIPTION MANUFACTURING & CONSTRUCTION MANAGEMENT: ASSISTANT/ASSOCIATE PROFESSOR [EC14-067]

Central Connecticut State University Manufacturing & Construction Management Department seeks applications for a full-time tenure-track Assistant or Associate professor beginning Fall 2014. Rank will be determined based on a combination of experience.

- Required Qualifications:
• Ph.D. in Technology Management or Engineering Management or Industrial Engineering or closely related discipline for equal consideration or the Ph.D. degree within one year of the start of the first of a rank of assistant professorship
• Equivalent relevant construction skills
• Evidence of scholarly activity
• Commitment to serving culturally, ethnically and linguistically diverse communities.

- Preferred Qualifications:
• Demonstrated knowledge of Lean Management, Project Management, Quality Management, and/or Supply Chain Management as related to manufacturing
• Demonstrated skills in the use of software relevant to the identified knowledge areas
• Industry work experience
• Evidence of teaching experience at the college level
• Research and/or departmental communication skills.

For full consideration, applications must be received by March 6, 2014. For more information and to begin the application process, go to www.ccsu.edu.

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Contact: Central Connecticut State University

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- Evidence of scholarly activity
- Commitment to serving culturally, ethnically and linguistically diverse communities

ferred Qualifications:

- Demonstrated knowledge of Lean Management, Project Management, Quality Management, and/or Supply Chain Management as related to manufacturing
- Demonstrated skills in the use of software relevant to the identified knowledge areas
- Industry work experience
- Evidence of teaching experience at the college level
- Excellent oral and interpersonal communication skills

For full consideration, applications must be received by **March 5, 2014**. For more information and to begin the application process, go to www.ccsu.edu/jobs.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

chroniclevitae.com/jobs/0000817957-01

2/6/2014

Central Connecticut State University (CCSU): Opportunities

Page 1 of 1

The screenshot shows the CCSU Jobs website interface. At the top, there are navigation tabs for 'ABOUT', 'LEARNERS', 'ADVISORS', 'ALUMNI & FRIENDS', 'ATHLETICS', and 'CAMPUS LIFE'. A large banner features the text 'Opportunities' and 'Great Things Happen Here' with a photo of a woman. Below the banner, there are several job category tiles: 'MANAGEMENT & CONFIDENTIAL', 'ADMINISTRATIVE FACULTY', 'CLASSIFIED', 'INSTRUCTIONAL FACULTY', and 'ATHLETICS'. A search bar is visible at the top right of the page.

Print Page

CENTER FOR INTERNATIONAL EDUCATION: UNIVERSITY ASSISTANT

Central Connecticut State University
Job Description

The Center for International Education seeks a part-time University Assistant for their Course Abroad Program. The individual is primarily responsible for securing the travel arrangements to support the University's nationally-ranked and expanding Course Abroad program, a main activity of the Center for International Education. The program annually enrolls over 600 students in 35-40 international short-term study abroad programs to countries throughout the world.

Position Responsibilities

Working under the close supervision of the Associate Director of the Center for International Education, the incumbent will:

- Research and reserve international travel arrangements (i.e., airfare, accommodations, ground transportation, entrance fees, etc.) for the Course Abroad program, utilizing a variety of resources and vendors;
- Communicate effectively with program directors and participating students concerning a wide array of issues pertaining to the Course Abroad Program;
- Assemble the orientation materials for student and faculty pre-departure orientation workshops;
- Prepare detailed travel itineraries for all Course Abroad Programs;
- Maintain accurate participant rosters for all Course Abroad Programs;
- Maintain electronic and print files for Course Abroad programs;
- Other duties as assigned by the Associate Director of the Center for International Education.

To apply, send a single Word or PDF document that includes a cover letter, resume, and contact information for three professional references to: Lisa Maria Bigelow, Associate Director, Center for International Education by e-mail to [Click Here to Email Your Resume] by January 1, 2014. No telephone inquiries or in-person visits will be accepted.

Anticipated Start date: January 10, 2014

19 hours/week
\$16 - \$18 per hour

Job Requirements

Qualifications: The ideal candidate for this position will hold a Bachelor's degree, have studied abroad or lived overseas, and have some familiarity with study abroad programming. Excellent oral and communication skills are also required. Preference will be given to candidates who have previous experience working in higher education.

Job Snapshot

Contact Name: Lisa Bigelow

<http://www.careerbuilder.com/JobSeeker/JobDetails.aspx?showNewJDP=yes&job...> 12/26/2013

D'Agostino, Nicholas (Diversity and Equity)

From: nicholas.dagostino@ccsu.edu <donotreply@finalsite.com>
 Sent: Tuesday, October 15, 2013 1:04 PM
 To: eriksmith@ct.gov
 Cc: D'Agostino, Nicholas (Diversity and Equity)
 Subject: Central Connecticut State University (CCSU) - forwarded link

Nicholas D'Agostino (nicholas.dagostino@ccsu.edu) has forwarded you a website link.

Hi Eric,

Can you please send out the following posting for an IT Desktop Support Assistant to the CADEP members?

Thank you,
Nick

<http://www.ccsu.edu/nsge.cfm?p=18305>

Opportunities
Great Things Happen Here.

As a complete institution with many departments and services, we are always looking for talented people who can help us meet our goals and objectives. We seek individuals who are enthusiastic and who can make a contribution to the University's educational mission. Below you will find a list of positions available at the present time.

We invite you to review the list of openings and apply online. You may also apply by mail to the appropriate department, and cover letters and resumes should be sent to the appropriate person through the appropriate process.

1. Click the "Apply" button on the top of the posting.
2. Complete the online application form.
3. Attach the resume for submission to the person in charge of the posting.

We will acknowledge receipt of your online application when it is submitted by email or the address you supply.

CCSU is an equal opportunity and affirmative action employer. Positions of staff or development groups, women, veterans, and persons with disabilities are encouraged and preferred for hire.

Current Openings

MANAGEMENT & CONFIDENTIAL
There are no positions available at this time.

ADMINISTRATIVE FACULTY
Executive/Assistant to the Vice President for Academic Affairs [1101-0100]
Director of the Center for Business Administration [1101-0101]

CLASSIFIED
There are no positions available at this time.

INSTRUCTIONAL FACULTY
Administrative Assistant Professor [1101-0100]
Assistant Professor of Business Administration [1101-0101]
Assistant Professor of Business Administration [1101-0102]
Assistant Professor of Business Administration [1101-0103]
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Assistant Professor of Business Administration [1101-0199]
Assistant Professor of Business Administration [1101-0200]

ATHLETICS
There are no positions available at this time.

PART-TIME POSITIONS
University Assistant Coach for International Education
University Assistant Computer Help Desk

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http://www.ccsu.edu/page.cfm?p=9832

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Central Connecticut State University Jobs - NOW HIRING!!

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- or university. Must be licensed in the state of Connecticut before treating students ... weekly pay with direct deposit; 401(k); state and professional; licensure... [more](#)
- Security Communications Officer, Central Alarm Cultural Properties** Dico Marketing & Acquisitions New Haven, CT
- Apr 01 the Central Alarm Station classification. State of Connecticut, Public Safety ... Licenses or Certifications The State of Connecticut License for Security Officer... [more](#)
- Surgery - Connecticut - Physician Needed - 100% Breast Opportunity in the Central CT Area - Academics** New England Physician Center-boston Connecticut
- Mar 06 group located in the Hartford, Connecticut area has an opportunity available ... center affiliated with The University of Connecticut. This comprehensive breast care... [more](#)

- Hospitalist - Connecticut - Physician Needed - Central CT - U Conn Affiliate - High Earning Potential** New England Physician Center-boston Connecticut
- Mar 06 No ICU coverage. Affiliated with the University of Connecticut. Salary ... close to \$300k. Relocation from out of state up to \$5000, in state up to \$2500. [more](#)
- PULMONARY / CRITICAL CARE - Connecticut - Physician needed - Central** New England Physician Center-boston Connecticut
- Mar 06 of the largest health care network in Connecticut. 130 bed hospital. 12 bed ICU. 4 ... also close to several Universities including UCONN and Eastern Connecticut State... [more](#)
- ENT - Central Connecticut - 7 Weeks PTO** New England Physician Center-boston Connecticut
- Mar 06 Connecticut and a teaching affiliate of the University of Connecticut School of Medicine ... surgeries Cancer center under construction; state of the art radiation oncology... [more](#)
- Central Connecticut - Nocturnal Hospitalist** Enterprise Medical Services Connecticut
- Dec 04 Central Connecticut - Nocturnal Hospitalist Central Connecticut multi-specialty group ... College, the University of Hartford, the University of Connecticut, Amherst College... [more](#)
- PULMONARY / CRITICAL CARE - Connecticut - Physician needed** New England Physician Center-boston Central, CT
- Sep 06 of the largest health care network in Connecticut. 130 bed hospital. 12 bed ICU. 4 ... also close to several Universities including UCONN and Eastern Connecticut State... [more](#)
- More Job Postings from the Web
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- May 02 **EMPLOYMENT OPPORTUNITIES ... ADJUNCT POSITION** Lecturers University Assistants LECTURERS MUSIC ... Central Connecticut State University ... [more](#)
- Residence Hall Director** Southern Connecticut State University Connecticut
- May 01 and student conflicts including adjudicating University policy violations. Advises, ... Previous successful experiences supervising university residence hall undergraduate staff... [more](#)
- Nurse Practitioner - ICU** University of Connecticut Health Center Farmington, NM
- Apr 30 to practice Advance Nursing in the State of Connecticut, as well as maintain ACLS ... manages ventilators, inserts arterial lines, central venous catheters and pulmonary artery... [more](#)

- Vice Provost and Chief Information Officer** University of Connecticut Storrs, CT
- Apr 29 **University of Connecticut Vice Provost and Chief Information ...** uconninfo@heidrick.com
University of Connecticut is an Affirmative Action/Equal... [more](#)
- Associate Vice President and Dean of Graduate Studies SEARCH EXTENDED** Central Connecticut State University New Britain, CT
- Apr 29 **EXTENDED Central Connecticut State University invites nominations and ...** University: Central Connecticut State University is one of four state... [more](#)
- CLASSIFIED** Central Connecticut State University New Britain, CT
- Apr 26 **Teresa Velez Davidson Hall Room 119 Central Connecticut State University 1615 ...** for employment at Central CT State University are subject to a pre-employment... [more](#)
- Legal Administrative Assistant** Channel Consulting Group Stamford, CT
- Apr 24 **Science from Central Connecticut State University. Job Description: Connecticut law firm** is seeking an experienced legal administrative assistant to join them in their Fairfield... [more](#)
- Catering Manager** Sodexo New Britain, CT
- Apr 20 **Central Connecticut State University has approximately 12,000 students, 2,200 on** campus ... and 8,000 regular commuters. As a State of Connecticut facility, it is common for State... [more](#)
- Associate Director of Development** University of Connecticut Foundation Storrs, CT
- Apr 18 **Resources Department, The University of Connecticut Foundation, Inc., 2390 Alumni ...** submission is strongly preferred. The University of Connecticut Foundation is an... [more](#)
- Reading & Language Arts Instructor/Assistant Professor** Central Connecticut State University New Britain, CT
- Apr 17 **Language Arts at Central Connecticut State University invites applications for a ...** a week; serve on departmental, school, and university committees. Required... [more](#)
- ANTHROPOLOGY ASSISTANT PROFESSOR** New Britain, CT
- Apr 15 **Institution: Central Connecticut State University Location: New Britain, CT Category: ...** The Department of Anthropology at Central Connecticut State University invites... [more](#)
- Apr 15 **INTERNAL MEDICINE - Connecticut - Physician Needed - South central** New England Physician Recruitment Center CT

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Central Alarm Station Communication Officer (CASO) Yale University New Haven, CT

Apr 08 **the Central Alarm Station classification, State of Connecticut, Public Safety ...** Licenses or Certifications The State of Connecticut License for Security... [more](#)

Data Manager Child First Central Program Office Ansonia, CT

Apr 02 **expansion outside of Connecticut. The Central Program Office is rapidly increasing ...** the Child FIRST Evaluation Team at the University of Connecticut Health Center... [more](#)

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Feb 05 **the Central Alarm Station classification, State of Connecticut, Public Safety ...** Licenses or Certifications The State of Connecticut License for Security Officer... [more](#)

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2 - Registrar, Associate's Faculty Position	St. John's College Maryland	United States- State Pa USA	
3 - "BO" Operator (Tua, 18 Apr 2013 20:21:02 GMT)	University of Notre Dame	United States- Notre Da USA	
4 - Organizational Leadership (Temp/PT) Summer 2013-14, 2013/14 AY	Hansfield University	United States- Mansfield USA	
5 - Research Assistant Professor (AA2625)	University of Washington	United States- Seattle USA	

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Manufacturing & Construction Management: Assistant/Associate Professor [C14-087]

Institution: Central Connecticut State University
Location: New Britain, CT
Category: Faculty - Engineering - Industrial & Manufacturing
Posted: 01/31/2014
Application Due: 03/05/2014
Type: Full Time
Salary: \$57,830 to \$95,791 USD Per Year

Central Connecticut State University's Manufacturing & Construction Management Department invites applications for a full-time tenure-track Assistant or Associate position beginning Fall 2014. Rank will be determined based on education and experience.

Required Qualifications:

- Ph.D. in Technology Management or Engineering Management or Industrial Engineering or closely related discipline (or expected completion of the Ph.D. degree within one year of hire) to be hired at the rank of assistant professor rank
Excellent written communication skills
Evidence of scholarly activity
Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications:

- Demonstrated knowledge of Lean Management, Project Management, Quality Management, and/or Supply Chain Management as related to manufacturing
Demonstrated skills in the use of software relevant to the identified knowledge areas
Industry work experience
Evidence of teaching experience at the college level
Excellent oral and interpersonal communication skills

For full consideration, applications must be received by March 5, 2014. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Application Information

Contact: Dr. Bob Em'Earl
Search Committee Chair
Central Connecticut State University
Online App. Form: http://www.ccsu.edu/jobs

http://www.higheredjobs.com/state/details.cfm?Jobcode=175852429&aid=1027&print=yes 2/24/2014

Instructional Faculty
[C14-087] - Manufacturing & Construction Management: Assistant/Associate Professor

Position Information
Category: Instructional Faculty
Department: 01140850

Contact Person
Dr. Bob Em'Earl
Email: bob@ccsu.edu
Phone: (860) 439-3328

Job Description
Central Connecticut State University's Manufacturing & Construction Management Department invites applications for a full-time tenure-track Assistant or Associate position beginning Fall 2014. Rank will be determined based on education and experience. The successful candidate will teach undergraduate and graduate courses in manufacturing and technology management and contribute scholarly and creatively to product growth, service, and scholarship. Candidates are expected to be successful in manufacturing and technology management and teaching.

- Teaching of levels of undergraduate and graduate courses in manufacturing and technology management
Faculty role in curriculum development for undergraduate and graduate programs
Ability to incorporate state-of-the-art graduate studies
Support of students for student activities, clubs and organizations
Developing an agenda of scholarly activities appropriate to the discipline and
Participation and service activities for the university, the profession, and program accreditation activities.

- Required Qualifications
Ph.D. in Technology Management or Engineering Management or Industrial Engineering or closely related discipline (or expected completion of the Ph.D. degree within one year of hire) to be hired at the rank of assistant professor rank
Excellent written communication skills
Evidence of scholarly activity
Commitment to serving culturally, ethnically and linguistically diverse communities

- Preferred Qualifications
Demonstrated knowledge of Lean Management, Project Management, Quality Management, and/or Supply Chain Management as related to manufacturing
Demonstrated skills in the use of software relevant to the identified knowledge areas
Industry work experience
Evidence of teaching experience at the college level
Excellent oral and interpersonal communication skills

The University of Connecticut is an equal opportunity institution. The Board of Regents for Higher Education, Central Connecticut State University, is an affirmative action institution. The University is committed to students, faculty and staff who are diverse in race, ethnicity, gender, sexual orientation, age, disability, and other characteristics. The University is committed to providing an environment where all individuals are treated with respect and dignity. The University is committed to providing an environment where all individuals are treated with respect and dignity. The University is committed to providing an environment where all individuals are treated with respect and dignity.

The University of Connecticut is an equal opportunity institution. The Board of Regents for Higher Education, Central Connecticut State University, is an affirmative action institution. The University is committed to students, faculty and staff who are diverse in race, ethnicity, gender, sexual orientation, age, disability, and other characteristics. The University is committed to providing an environment where all individuals are treated with respect and dignity. The University is committed to providing an environment where all individuals are treated with respect and dignity. The University is committed to providing an environment where all individuals are treated with respect and dignity.

Applications for this position will be accepted until the position is filled. For more information and to begin the application process, click on the Apply Now button and submit the following in a single PDF and in the order given below:
Letter of interest addressing all the qualifications for the position
Current curriculum vitae
Names of three current professional references with their email addresses, and phone numbers, and
Unofficial copies of transcripts.
Also, candidates are asked to submit a copy of their completed data of completion to request.

No applicant should expect to be contacted. Please do not send any personally identifiable information (e.g., Social Security Number) or any documents to the hiring unit.

For more information contact Bob Em'Earl, Search Committee Chair at (860) 439-3328 or bob@ccsu.edu.

OCSU is an equal opportunity and affirmative action employer. Members of all undergraduate groups, campus organizations and persons with disabilities are invited and encouraged to apply.

Central Connecticut State University 2013 Online Resources - Job Applicant Tracking System

http://hosted.ccsu.edu/vna/index.php?job=56

2/24/2014



November 4, 2013

R. Thomas Clark
 Assistant Counsel
 Board of Regents for Higher Education
 Connecticut State Colleges and Universities (ConnSCU)
 39 Woodland Street
 Hartford, CT 06105

Dear Mr. Clark:

Per your request, enclosed are the copies of our current policies, procedures and education and awareness programming related to Public act 12-78, An Act Concerning Sexual Violence on College Campuses. Also, attached are copies of the following University publications: *Helping Victims/Survivors of Sexual Misconduct Protocol*; *How to Help -- In case of Sexual or Interpersonal Violence* (booklet); and the *Sexual Assault and Interpersonal Violence: What You Need to Know* (pamphlet).

CCSU continues to evaluate and strengthen its efforts to minimize and eradicate sexual assault on our campus. The University regularly reviews our policies, procedures and programs related to sexual misconduct and sexual violence. Initiatives take place throughout each semester to provide awareness and education to CCSU's students, faculty, staff and the greater community. The University, through its, Office of Diversity and Equity (ODE), Division of Student Affairs, the Sexual Assault and Interpersonal Violence Resource Team (SART), Women's Center and other members of the campus community has provided numerous training sessions and programs in this area. CCSU has engaged in the following efforts to educate the university community:

SART meets regularly as part of the University's commitment to minimize sexual violence on campus. The SART is comprised of staff from the following divisions: ODE, Student Affairs, Campus Safety, and faculty as well as off-campus members from Prudence Crandall Center and the New Britain YWCA.

- o In March 2013, SART members had a training program on ensuring cultural competency for transgender students.
- o In October 2013, a representative from the YWCA conducted a presentation on *Where Do You Stand?*—a presentation geared to both male and female students to raise awareness on problematic situations that occur in social situations.

Office of Diversity and Equity (ODE) is responsible for the University's Nondiscrimination, Sexual Harassment, Sexual Misconduct and ADA policies. ODE investigates allegations of discrimination and harassment and works with the Office of Student Conduct on matters between students. The Chief Diversity Officer (CDO) serves as the Title IX coordinator.

- o In April 2013, the ODE, Women's Center and SART, in collaboration with the local YWCA and the CCSU's Committee for the Concerns of Women, sponsored the *Run/Walk In Support of Victims/Survivors of Sexual Assault*.

- o In the fall, ODE created the *Nondiscrimination & Anti-Harassment Policies, Resources and Complaint Procedures* booklet (enclosed in this package) - The University's Sexual Misconduct and Intimate Partner Violence Policy can be found on pages 14-19. Over 2500 hard copies have been distributed to students, faculty and staff between September and November 2013; 1200 of these went to incoming first-year students during orientation. Booklets were provided at the advising and registration days. The booklet is also available online.
- o The ODE has implemented a sexual harassment awareness prevention online training for all employees, including student employees. The office also conducts classroom sessions. Over 1000 employees have participated in either the online or classroom sessions over the past three years.
- o The ODE has posted the campus with a new and very visual *Sexual Harassment is Illegal!* poster. These have been permanently posted in 75 locations throughout campus and contain information cards for reporting incidents of sexual harassment or misconduct and a listing of on- and off-campus support services.
- o The CDO meets regularly with the University Judicial Director and the Assistant Dean of Students to review, discuss and record sexual assault allegations and investigations involving students.

Women's Center: The Center conducts weekly tabling to distribute brochures and promotional items that inform members of the campus community of the resources available to victims of sexual violence. The Center also sponsors annually the *Take Back the Night* (spring) and *Walk of No Shame* (fall) events. In addition, the Center provides the following programs and awareness activities:

- o The Center has four student-based groups where interpersonal relationships and peer pressure are topics of discussion and programming: Latina Students Support Group; Sexual Assault Survivor Support Group; Healthy Relationships and United Sisters.
- o In collaboration with the New Britain YWCA/CONNSACS, the ODE and the Women's Center conducted workshops on sexual violence awareness in all nine residence halls.
- o In October 2012, the Center conducted the Red Flag Campaign to raise awareness of red flags that occur in relationships. This program will be offered again in January 2013.
- o In December 2012, the Center sponsored two webinars—*Title IX, Lawsuits and Attorneys; What Every College Must Know* and *the Dear Collegiate Letter: Best Practices in Higher Education* were provided.

Office of Student Affairs

- o Every summer, the Vice President of Student Affairs notifies all students and parents about the requirement that all students complete the online alcohol and sexual assault education for college. This program is being used at over 450 colleges and universities around the country (copies of the letter are included in this report).
- o At the beginning of each semester, CCSU posts an announcement on the Central Pipeline (student, faculty and staff online portal) on student resources for sexual assault and interpersonal violence prevention and awareness.
- o Sexual assault awareness sessions have been an integral part of the University's mandatory New Student Orientation program for many years. Again this fall, Student Affairs provided an interactive program called *Sex Signals*, a 90-minute, two-person play that addresses sensitive subjects such as non-stranger sexual assault and high risk behaviors. Students' feedback of the program again received high marks for its ability to deliver the information in a sensitive manner. After the

presentation, the Women's Center Coordinator made discussed programs and services provided by the University (Fall 2013).

- In October 2013, the Division of Student Affairs (approximately 60 employees) participated in a two hour training session on gender identity and expression with conversations about the impacts of gender on all people and its implications to creating a safe campus climate.

Residence Life

- All residence life staff receives training on the topic of sexual assault. The purpose of these sessions is to educate them on warning signs, resources and how to work with students who identify as victims/survivors of sexual assault.
- Sixty-eight resident assistants (RAs) had a comprehensive training twice this year and each year. These trainings are mandatory for all first semester RAs. The training consists of: sexual assault (levels and response); sexual harassment; codes of conduct; instruction protocols on responding, reporting and report writing; suicide prevention training; alcohol and drug prevention and awareness; social and emotional health and counseling service options.
- Annually approximately 600 new students receive sexual assault prevention training (copy of the presentation is included in this report).
- In the fall 2012, two hyper masculinity workshops, including topics on relationships and domestic violence, were offered to male students in the residence halls.
- In 2012, the CDO formed a committee to review and standardize sexual assault and domestic violence training and outreach. The committee reported its findings and outcomes to the SART and made changes to how and what to do with training, education and awareness in this area.
- Residence life staff and students participated in bystander training offered by the Director of Student Wellness Services.

Student Wellness Services facilitates bystander training sessions that focus on whether to respond to or not in situations where hostile, wrongful or otherwise behaviors occurs. The training can be altered to fit the target audience and includes sections on factors and strategies for effective helping, and a discussion of warning signs, action steps and resources. Since June 2011, several trainings have been conducted for administrators, student leaders, student center managers, RAs, and AmeriCorps volunteers. Student Wellness Services offers the following educational awareness programs with a focus on sexual assault and dating violence: Healthy Relationships Group; Man Enough Support Group; Bystander Training; Women's Support Group; Social Norms – marketing campaign; Depression Screening; QPR Suicide prevention program; Mentalhealth.edu program; and, Alcohol.edu program. They also participate and/or conduct the following educational sessions: Student Wellness/Health; lectures on sexual health; STD/GYT – Get Yourself Tested day; LGBT Safe Space Training.

Other training and awareness programming

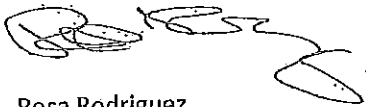
- Professor Jason Sikorski developed and conducted hyper masculinity training sessions. This training has become a requirement for all male student athletes. The program focuses on teaching men about the dangers of masculine gender role socialization. The program has completed data collection on over 150 young men on campus.
- In June 2013, CCSU hosted the 17th Annual Melanie Jlene Rieger Memorial Conference: Broken Silence...Sounds of Survivors. This event was co-sponsored in by the Women's Center. Ms. Rieger, a college student, was murdered by her boyfriend on May 24, 1994. The conference was established in her memory with the hope that others would avoid such tragedy.

- o In previous years, CCSU has engaged in the following programs and initiatives: Mildred Muhammad: *Scared Silent*; *Causing Pain: Real Stories of Dating Abuse and Violence*; Survivor Quilt Exhibit; The Clothesline Project (co-sponsored with the YWCA); campaign against stalking; campaign against sexting; development of relationship and sexual violence prevention for peer educators.

Acts of sexual misconduct threaten personal safety and violate the standards of conduct expected of our University members. To prevent sexual assaults on the CCSU campus, we will continue to offer education and prevention programs for the campus community.

If you have any questions or concerns, please feel free to contact me at 860-832-0178 or at rosa.rodriguez@ccsu.edu.

Sincerely,




Rosa Rodriguez
Chief Diversity Officer

C: Dr. Jack W. Miller, President
Dr. Laura Tordenti, Vice President for Student Affairs

Memorandum

To: Thomas Brodeur, Purchasing Manager

CC: Commission on Human Rights and Opportunities - Contract Compliance Unit
John W. Miller, President

From:  Meg Yetishefsky, Program Manager, Supplier Diversity Program

Date: October 2, 2013

Re: FY 2013-2014 Small/Minority Business Goal Report
Central Connecticut State University

This memo is to inform you that the DAS, Supplier Diversity Unit has received your agency's FY13-14 S/MBE goal report outlining the agency adopted budget and subsequent funds available for S/MBE purchases for FY13-14.

As indicated in CGS, 4a-60g, "twenty-five percent of the total value of the annual budget for all contracts (including construction, rehabilitation, or rehabilitation of public buildings, the construction and maintenance of highways and the purchasing of goods and services) shall be set aside for Small Businesses and of that computed amount, twenty-five percent must be awarded to Minority Business Enterprises."

A review of the agency submission has indicated the following:

Line 1: Total Agency Adopted Budget for FY 14 :	\$	201,355,582
Line 2: Amount Available for S/MBE program ; (after allowable deductions/exemptions)	\$	4,101,727
Line 3: 25% of Line 2 - total set aside for Small/Minority Business Enterprise :	\$	1,025,432
Line 4: 25% of Line 3 - total set aside for only Minority Business Enterprise :	\$	256,358

The DAS has approved your request for the food service contract exemption. However, Central Connecticut State University may choose to report "good faith efforts" made by your food service contractor to subcontract to Small Business Enterprises and Minority Business Enterprises (SBE/MBE's). This information may be provided with the quarterly SBE/MBE spend reports (under separate cover/optional).

The Supplier Diversity representatives have worked to certify several Small/Minority Businesses that are in the food industry. The Supplier Diversity Unit will also work with your contracted food vendor to certify any vendors that qualify for the state's program.

The commitment of each state agency and political subdivision to set aside opportunities for Small/Minority Businesses will assist in the economic growth of the Connecticut Small Minority Businesses community.

The DAS, specifically the Supplier Diversity Unit will continue to offer the training needed to each state agency and political subdivision to facilitate the compliance of their annual S/MBE goal. The DAS, Supplier Diversity representative assigned to your agency is Stan Kenton. Questions regarding the agency Small/Minority Business goal report should be directed to Stan Kenton at Stanley.Kenton@ct.gov or (860) 713-5241.

Attachment

FY14 CENTRAL CONNECTICUT STATE UNIVERSITY

AMOUNTS REQUESTED BY AGENCY

DESCRIPTION		Page 2 Federally Funded Expenditures	Page 3 Non-Purchasing Budgeted Exp.	Page 4 Statute Required Budgeted Exp.	Page 5 Requested Exemptions	Total Deductions Exemptions
Total Agency Adopted Budget	\$ 201,355,582	\$ 13,800,443	\$ 154,174,637	\$ 1,080,000	\$ 28,198,775	\$ 197,253,855
Budget Available for Small Contractor Program	\$ 4,101,727	Notes or Comments:				
Annual SBE Goal	\$ 1,025,432					
Annual MBE Goal	\$ 256,358					

AMOUNTS APPROVED BY DAS

DESCRIPTION		Page 2 Federally Funded Expenditures	Page 3 Non-Purchasing Budgeted Exp.	Page 4 Statute Required Budgeted Exp.	Page 5 Requested Exemptions	Total Deductions Exemptions
Total Agency Adopted Budget	\$ 201,355,582	\$ 13,800,443	\$ 154,174,637	\$ 1,080,000	\$ 28,198,775	\$ 197,253,855
Budget Available for Small Contractor Program	\$ 4,101,727	Notes or Comments: Approved as submitted.				
Annual SBE Goal	\$ 1,025,432					
Annual MBE Goal	\$ 256,358					

Brodeur, Thomas (Purchasing)

From: Huntley, Linda <Linda.Huntley@ct.gov>
Sent: Friday, October 04, 2013 11:19 AM
To: Brodeur, Thomas (Purchasing); Jones, Shaun; Kenton, Stanley
Cc: Miller, John (President CCSU); Yetishefsky, Meg
Subject: FY 2013-2014 Small / Minority Business Goal Report - Central Connecticut State University
Attachments: Central CT ST Univ 10-04-13.pdf
Importance: High

COMPLIANCE MEMORANDUM

TO: Thomas Brodeur, Purchasing Manager, Central Connecticut State University
cc: John W. Miller, President, Central Connecticut State University
Commission on Human Rights and Opportunities – Contract Compliance Unit
Stan Kenton, Accounts Examiner, Supplier Diversity, DAS
FROM: Meg Yetishefsky, Program Manager, DAS Supplier Diversity Program
DATE: October 4, 2013
SUBJECT: *FY 2013-2014 Small / Minority Business Goal Report
Central Connecticut State University*

The Department of Administrative Services (DAS), Supplier Diversity Unit has reviewed your agency report and has provided the attached memo addressing your agency's specific S/MBE Goal for Fiscal Year 2013/2014. Should you have any questions regarding this attachment, please call Stan Kenton, by telephone at 860-713-5241 or Email: Stanley.kenton@ct.gov.

PLEASE NOTE: *Per the Connecticut General Statute (C.G.S.) 4a-60g, as amended by Public Act 11-229, (section 1 and m)), agency should be submitting the annual goals report to the Planning & Development Committees and the Government Administration & Elections Committee.*

(For your convenience, I have listed the members who should be reported to.)

Planning & Development Committee:

State Senator Steve Cassano, Co-Chair	http://www.senatedems.ct.gov/Cassano.php
State Representative Jason Rojas, Co-Chair	jason.rojas@cga.ct.gov
State Senator Leonard (Len) Fasano, Ranking Member	len.fasano@cga.ct.gov
State Representative William Aman, Ranking Member	Bill.Aman@cga.ct.gov

Government Administration & Elections Committee:

State Senator Anthony Musto, Co-Chair	Anthony.musto@cga.ct.gov
State Representative Ed Jutila, Co-Chair	ed.jutila@cga.ct.gov & Jason.knight@cga.ct.gov

State Senator Michael A. McLachlan, Ranking Member
State Representative Tony Hwang, Ranking Member

Michael.mclachlan@cga.ct.gov
tony.hwang@cga.ct.gov

DEPARTMENT OF ADMINISTRATIVE SERVICES FISCAL YEAR - 2013 (2012-2013)
 SUPPLIER DIVERSITY PROGRAM

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 4TH Fiscal Year Period 4/1/13 - 6/30/13

ENTER THIS QTR-

Agency Name:	Central Connecticut State Universit	Agency Number:	7802
Prepared by:	Thomas Brodeur	E-mail Address:	brodeur@ccsu.edu
Tel. # -	860-832-2531		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculatons Report	\$ 192,897,783.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 4,331,119.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 1,082,779.75
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 270,694.94

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 5,400,088.43	436	\$ 17,607,756.82	1,277
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 2,319,217.16	107	\$ 8,009,638.94	561

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) Black (BL)	\$ 9,128.79	1	\$ 84,784.24	10
B) Hispanic (HI)	\$ 6,169.34	2	\$ 53,399.11	12
C) Iberian Peninsula (IP)	\$ 55,836.35	1	\$ 178,230.55	39
D) Asian (AA)				
E) American Indian (AI)				
F) Disabled Individual (DI)				
G) Woman (W)	\$ 477,847.34	29	\$ 1,598,035.65	92
H) Woman Black (WB)				
I) Woman Hispanic (WH)				
J) Woman Iberian Peninsula (IW)				
K) Woman Asian (WA)				
L) Woman American Indian (WI)				
M) Woman Disabled (WD)				
N) Disabled Black (DB)				
O) Disabled Hispanic (DH)				
P) Disabled Iberian Peninsula (DP)				
Q) Disabled Asian (DA)				
R) Disabled American Indian (DN)				
MBE TOTALS (Lines A-R)	\$ 548,981.82	33	\$ 1,914,449.55	153

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

Fiscal Year
2012 - 2013

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD	4/1/13 - 6/30/13	In reporting data below, does your Agency utilize C.O.R.E.?	YES
			NO

Agency Name:		Central Connecticut State University	
Report Prepared by:	Thomas Brodeur	Agency Number:	7802
CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES	
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category
A & A Office Systems	various	\$ 77,082.13	SBE
Advanced Power Services	various	\$ 3,861.00	SBE
Advanced Printing Services	various	\$ 9,475.38	SBE
Air Temp Mechanical Services	various	\$ 14,635.46	SBE
ATM Restoration Systems	various	\$ 375.00	SBE
Barile Printers	various	\$ 12,675.75	SBE
Bartholomew Contract Interiors	various	\$ 77,336.01	W
Billing Gymnastics	various	\$ 11,133.54	SBE
Brandon Smith Reporting	various	\$ 1,215.24	SBE
Budget Printers	various	\$ 1,508.25	W
C & C Janitorial	various	\$ 55,836.35	IP
Carey Wiping	various	\$ 191.50	SBE
Caruso Electric	various	\$ 2,400.48	W
Central Electric & Generator	various	\$ 315.00	SBE
Central Mechanical Services	various	\$ 331,777.02	W
Connecticut Community Providers Assn	various	\$ 132,344.35	SBE
Creative Office Interiors	various	\$ 62,507.18	SBE
Darter	various	\$ 3,890.33	W
Distinguished Lawns	various	\$ 8,450.00	SBE
East Side Car Clinic & Welding	various	\$ 11,732.22	SBE
Electronic Security & Control Systems	various	\$ 3,150.00	W
First Resource Group	various	\$ 9,128.79	B
Ford & Ulrich	various	\$ 4,290.00	W
Grasshopper Lawns	various	\$ 737.26	SBE
Guardian Pest	various	\$ 840.00	SBE
Hartford Toner	various	\$ 1,752.75	W
HRW Associates	various	\$ 652.00	SBE
Independent Elevator	various	\$ 45,329.00	SBE
InfoShred	various	\$ 186.25	W
Insalco	various	\$ 4,084.24	SBE
International Building Maintenance	various	\$ 6,169.34	H
John Boyle Company	various	\$ 3,292.49	SBE
John W Gross Company	various	\$ 2,420.00	W
K & S Distributors	various	\$ 17,287.34	SBE
Lawnranger	various	\$ 143,602.10	SBE
Lebon Press	various	\$ 7,434.00	SBE
Lighting Services	various	\$ 5,121.21	SBE
Macchi Engineers	various	\$ 2,500.00	SBE
Mack Fire Protection	various	\$ 14,907.67	SBE
Martin Laviero Contractor	various	\$ 71,198.00	SBE
Mercury Group	various	\$ 107,785.48	SBE
New England Fitness	various	\$ 8,409.17	SBE
Northeast Printing	various	\$ 1,983.12	SBE
Pro Systems Installation	various	\$ 790.00	SBE
R & C Electric	various	\$ 21,190.75	W
Ryan Business	various	\$ 1,192.09	W
Shred It CT	various	\$ 116.00	SBE
Sign Pro	various	\$ 64,450.27	SBE
Sir Speedy	various	\$ 3,849.11	SBE
Sun Services	various	\$ 834,598.50	SBE
T & T Complete Landscaping	various	\$ 40,825.50	SBE
TPC Associates	various	\$ 29,127.07	SBE
Tull Brothers	various	\$ 9,278.53	SBE
YAC Industries	various	\$ 6,043.53	SBE
Victor Advertising	various	\$ 26,753.41	W
SBE/MBE TOTAL		\$ 2,319,217.16	

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 1ST Fiscal Year Period 7/1-9/30/13

ENTER THIS QTR-

Agency Name:	Central Connecticut State University	Agency Number:	7802
Prepared by:	Thomas Brodeur	E-mail Address:	brodeur@ccsu.edu
Tel. # -	860-832-2531	<i>Please Submit a copy of this form and Back-Up Sheets via InterOffice Mail to DFD @ 25 SSGURNEY ST, Hartford CT 06103</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 201,366,682.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 4,101,727.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 1,025,431.75
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 256,357.94

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 2,095,543.12	260	\$ 2,095,543.12	260

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 1,199,415.18	162	\$ 1,199,415.18	162
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)	\$ 9,023.40	1	\$ 9,023.40	1
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)	\$ 10,248.26	12	\$ 10,248.26	12
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 449,700.30	43	\$ 449,700.30	43
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 449,700.30		\$ 449,700.30	
MBE TOTAL (Lines A - W)	\$ 468,971.96		\$ 468,971.96	

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year
 2013 - 2014

BE SURE TO INCLUDE SUBTOTALS FOR EACH MINORITY CATEGORY!!!

FY QUARTER PERIOD	7/1/13 - 9/30/13	In reporting data below, does your Agency utilize C.O.R.E.?	YES
If not utilizing C.O.R.E., DID YOU VALIDATE COMPANY AS A CURRENT SBE AND/OR MBE Yes			NO

Agency Name:	Central Connecticut State University
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Report Prepared by:	Thomas Brodeur	7802
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CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES		SPECIFY:
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category	
A & A Office Systems	various	\$ 41,237.60	SBE	
Advanced Power Services	various	\$ 900.00	SBE	
Advanced Printing Services	various	\$ 7,988.06	SBE	
Air Temp Mechanical Services	various	\$ 3,960.53	SBE	
Barile Printers	various	\$ 620.00	SBE	
Bartholomew Contract Interiors	various	\$ 156,069.15	W	
Billing Gymnastics	various	\$ 67,283.14	SBE	
C & C Janitorial	various	\$ 10,248.26	IP	
Carey Wiping	various	\$ 194.80	SBE	
Central Mechanical Services	various	\$ 255,958.15	W	
Chase Glass	various	\$ 2,246.00	SBE	
Connecticut Advertising	various	\$ 2,238.30	W	
Connecticut Community Providers Assn	various	\$ 51,197.76	SBE	
Connecticut Police Supply	various	\$ 600.00	SBE	
Creative Office Interiors	various	\$ 4,448.40	SBE	
Darter	various	\$ 10,227.89	W	
East Coast Sheet Metal	various	\$ 1,473.00	SBE	
East Side Car Clinic & Welding	various	\$ 8,038.18	SBE	
Executive Landscaping	various	\$ 28,993.62	SBE	
Fire Equipment Headquarters	various	\$ 2,600.00	W	
First Resource Group	various	\$ 9,023.40	B	
Ford & Ulrich	various	\$ 5,184.51	W	
Grasshopper Lawns	various	\$ 10,825.21	SBE	
Guardian Pest	various	\$ 560.00	SBE	
Hartford Business Supply	various	\$ 2,796.40	W	
Hartford Lumber Company	various	\$ 4,005.33	W	
Hartford Toner	various	\$ 269.00	W	
Herbs Sports Shop	various	\$ 1,411.00	SBE	
Hitchcock Printing	various	\$ 16,881.00	SBE	
HRW Associates	various	\$ 1,310.00	SBE	
Independent Elevator	various	\$ 15,236.00	SBE	
InfoShred	various	\$ 164.25	W	
Insalco	various	\$ 9,696.10	SBE	
John Boyle Company	various	\$ 14,614.53	SBE	
K & S Distributors	various	\$ 3,234.93	SBE	
Lexington Group	various	\$ 9,734.50	W	
Macchi Engineers	various	\$ 5,000.00	SBE	
Marchion & Faucher Enterprises	various	\$ 45,365.00	SBE	
Martin Laviero Contractor	various	\$ 10,848.00	SBE	
Mercury Group	various	\$ 25,537.62	SBE	
New England Fitness	various	\$ 19,460.50	SBE	
Northeast Printing	various	\$ 455.12	SBE	
Pro Systems Installation	various	\$ 38,728.30	SBE	
Ryan Business	various	\$ 452.82	W	
Security Uniforms	various	\$ 12,341.70	SBE	
Shred It CT	various	\$ 696.00	SBE	
Sign Pro	various	\$ 53,790.36	SBE	
Sir Speedy	various	\$ 2,454.07	SBE	
Sun Services	various	\$ 174,411.96	SBE	
T & T Complete Landscaping	various	\$ 4,495.00	SBE	
TPC Associates	various	\$ 13,543.96	SBE	
Transfer Enterprises	various	\$ 10,007.95	SBE	
Tull Brothers	various	\$ 11,742.82	SBE	
YAC Industries	various	\$ 3,287.10	SBE	
Victor Advertising	various	\$ 5,327.90	SBE	
SBE/MBE TOTAL		\$ 1,199,415.18		

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 2ND Fiscal Year Period 10/1/13 - 12/31/2013

ENTER THIS QTR-

Agency Name:	Central Connecticut State University	Agency Number:	7802
Prepared by:	Thomas Brodeur	E-mail Address:	brodeur@ccsu.edu
Tel. # -	860-832-2531	<i>Please Submit a copy of this form and Back-Up Sheets via InterOffice Mail to CBPO c/o 25 SIGNORNEY ST, Hartford CT 06103</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 201,355,582.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 4,101,727.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 1,025,431.75
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 256,357.94

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 6,544,420.01	198	\$ 8,639,963.13	458

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 2,201,589.37	100	\$ 3,401,004.55	263
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)	\$ 5,313.78	1	\$ 14,337.18	2
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)	\$ 45,214.66	3	\$ 55,462.92	15
G) Disabled American Indian (ON)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 486,043.44	32	\$ 935,743.74	66
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (OBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 486,043.44		\$ 935,743.74	
MBE TOTAL (Lines A - W)	\$ 536,571.88		\$ 1,005,543.84	

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM SMALL/MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year
 2013 - 2014

BE SURE TO INCLUDE SUBTOTALS FOR EACH MINORITY CATEGORY!!!

FY QUARTER PERIOD	10/1/13 - 12/31/13	In reporting data below, does your Agency utilize C.O.R.E.?	YES
If not utilizing C.O.R.E., DID YOU VALIDATE COMPANY AS A CURRENT SBE AND/OR MBE Yes			NO

Agency Name: Central Connecticut State University

Report Prepared by: Thomas Brodeur 7802

(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	ACTUAL EXPENDITURES		(D) MBE Category
		(C) DAS Certified SBE/MBE AMOUNT	SPECIFY:	
A & A Office Systems	various	\$ 63,760.82		SBE
Advanced Printing Services	various	\$ 3,859.00		SBE
Air Temp Mechanical Services	various	\$ 4,513.30		SBE
Associated Electronic Systems	various	\$ 1,938.00		SBE
ATM Restoration	various	\$ 44,652.70		SBE
Barite Printers	various	\$ 6,888.60		SBE
Bitting Gymnastics	various	\$ 61,516.84		SBE
Cerey Wiping	various	\$ 6,040.00		SBE
Central Electric & Generator	various	\$ 3,427.00		SBE
Chase Glass	various	\$ 7,175.30		SBE
Connecticut Community Providers Assn	various	\$ 9,359.55		SBE
Creative Office Interiors	various	\$ 30,461.83		SBE
Distinguished Lawns	various	\$ 13,150.00		SBE
East Side Car Clinic & Welding	various	\$ 52,197.10		SBE
Executive Landscaping	various	\$ 113,125.38		SBE
Flowers Landscape	various	\$ 28,388.50		SBE
Grasshopper Lawns	various	\$ 7,033.59		SBE
Guardian Pest	various	\$ 2,402.50		SBE
Herbs Sports Shop	various	\$ 2,051.00		SBE
Hitchcock Printing	various	\$ 7,001.00		SBE
HRW Associates	various	\$ 13,306.60		SBE
Independent Elevator	various	\$ 76,082.00		SBE
Insalco	various	\$ 12,400.13		SBE
John Boyle Company	various	\$ 21,685.20		SBE
K & S Distributors	various	\$ 9,170.33		SBE
Lighting Services	various	\$ 2,283.63		SBE
Machl Engineers	various	\$ 5,000.00		SBE
Mack Fire Protection	various	\$ 15,208.83		SBE
Marchion & Faucher Enterprises	various	\$ 2,985.00		SBE
Martin Lavero Contractor	various	\$ 78,632.00		SBE
Mercury Group	various	\$ 1,581.84		SBE
New England Fitness	various	\$ 8,553.20		SBE
Northeast Printing	various	\$ 7,418.04		SBE
Pro Systems Installation	various	\$ 980.00		SBE
Security Uniforms	various	\$ 8,224.00		SBE
Shred It CT	various	\$ 348.00		SBE
Sign Pro	various	\$ 101,122.73		SBE
Sir Speedy	various	\$ 1,358.04		SBE
Suburban Stationers	various	\$ 443.75		SBE
Sun Services	various	\$ 627,311.01		SBE
T & T Complete Landscaping	various	\$ 89,377.30		SBE
Tactical Communications	various	\$ 67,098.27		SBE
TPC Associates	various	\$ 7,361.30		SBE
Transfer Enterprises	various	\$ 11,959.89		SBE
Tul Brothers	various	\$ 7,208.83		SBE
YAC Industries	various	\$ 3,659.88		SBE
Victor Advertising	various	\$ 6,319.09		SBE
	Subtotal	\$ 1,665,017.49		
	various	\$ 4,388.00		W
Barker Screen Print	various	\$ 62,809.62		W
Bartholomew Contract Interiors	various	\$ 33,458.19		W
Caruso Electric	various	\$ 345,801.30		W
Central Mechanical Services	various	\$ 1,513.66		W
Creative Office Interiors	various	\$ 1,334.25		W
Darter	various	\$ 15.00		W
Electronic Security & Access	various	\$ 5,144.23		W
Fire Equipment Headquarters	various	\$ 22,029.67		W
Ford & Ulrich	various	\$ 600.00		W
Hartford Toner	various	\$ 122.76		W
InfoShred	various	\$ 1,841.15		W
John Gross	various	\$ 5,817.50		W
Lexington Group	various	\$ 1,770.12		W
Ryan Business	various	\$ 486,043.44		
	Subtotal	\$ 45,214.66		IP
	various	\$ 5,313.78		B
C & C Janitorial	various			
First Resource Group	various			
	SBE/MBE TOTAL	\$ 2,201,589.37		

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 3rd Fiscal Year Period 1/1/14 - 3/31/2014

ENTER THIS QTR-

Agency Name: Central Connecticut State University Agency Number: 7802
 Prepared by: Thomas Brodeur E-mail: brodeur@ccsu.edu
 Address: _____

Tel. # - 860-632-2531

Please Submit a copy of this form and Back-Up Sheets via Electronic Mail to CHAO @ 25 SPRINGWAY ST, Hartford CT 06103

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 201,355,582.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 4,101,727.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 1,025,431.75
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 256,357.94

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 8,207,433.23	199	\$ 16,847,396.36	657

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 3,118,516.82	124	\$ 6,519,521.37	387
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7) Total Agency FY Expenditures for Purchases and Contracts
from Minority Business Enterprises (MBE) only.

PLEASE CATEGORIZE:

A) American Indian (N)				
B) Asian (A)				
C) Black (B)			\$ 14,337.18	2
D) Disabled Individual (D)				
E) Hispanic (H)	\$ 9,400.00	2	\$ 9,400.00	2
F) Iberian Peninsula (I)	\$ 74,219.00	4	\$ 129,681.92	19
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 487,494.97	28	\$ 1,423,238.71	94
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 487,494.97		\$ 1,423,238.71	
MBE TOTAL (Lines A - W)	\$ 571,113.97		\$ 1,576,657.81	

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM SMALL/MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year
 2013 - 2014

BE SURE TO INCLUDE SUBTOTALS FOR EACH MINORITY CATEGORY!!!

FY QUARTER PERIOD	1/1/14 - 3/31/14	In reporting data below, does your Agency utilize C.O.R.E.?	YES
If not utilizing C.O.R.E., DID YOU VALIDATE COMPANY AS A CURRENT SBE AND/OR MBE Yes			NO

Agency Name:	Central Connecticut State University
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Report Prepared by:	Thomas Brodeur	7802
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CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES		SPECIFY:
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category	
A & A Office Systems	various	\$ 63,123.31	SBE	
Advanced Power Services	various	\$ 5,650.97	SBE	
Advanced Printing Services	various	\$ 3,820.41	SBE	
Air Temp Mechanical Services	various	\$ 16,516.93	SBE	
ATM Restoration	various	\$ 41,419.59	SBE	
Billing Gymnastics	various	\$ 1,114.00	SBE	
Central Electric & Generator	various	\$ 1,524.58	SBE	
Chase Glass	various	\$ 2,874.85	SBE	
Connecticut Community Providers Assn	various	\$ 150,149.82	SBE	
Distinguished Lawns	various	\$ 1,300.00	SBE	
East Coast Sheet Metal	various	\$ 344.70	SBE	
East Side Car Clinic & Welding	various	\$ 21,555.13	SBE	
Executive Landscaping	various	\$ 91,270.38	SBE	
Guardian Pest	various	\$ 5,690.00	SBE	
Hitchcock Printing	various	\$ 14,711.68	SBE	
Independent Elevator	various	\$ 28,994.00	SBE	
John Boyle Company	various	\$ 63,846.53	SBE	
K & S Distributors	various	\$ 10,316.74	SBE	
Lawnranger	various	\$ 167,900.90	SBE	
Lighting Services	various	\$ 4,768.53	SBE	
Mack Fire Protection	various	\$ 3,831.00	SBE	
Martin Laviero Contractor	various	\$ 226,088.00	SBE	
New England Fitness	various	\$ 3,600.00	SBE	
Pro Systems Installation	various	\$ 8,096.24	SBE	
Security Uniforms	various	\$ 5,259.93	SBE	
Sign Pro	various	\$ 41,194.83	SBE	
SNE Building Systems	various	\$ 134,535.50	SBE	
Sun Services	various	\$ 837,108.21	SBE	
T & T Complete Landscaping	various	\$ 510,334.50	SBE	
The Mercury Group	various	\$ 26,485.26	SBE	
TPC Associates	various	\$ 50,232.13	SBE	
Transfer Enterprises	various	\$ 2,444.20	SBE	
Tull Brothers	various	\$ 2,400.00	SBE	
	Subtotal	\$ 2,547,402.85		
Advanced Security Technologies	various	\$ 13,667.00	W	
Bartholomew Contract Interiors	various	\$ 9,311.08	W	
Caruso Electric	various	\$ 25,616.56	W	
Central Mechanical Services	various	\$ 398,618.54	W	
Electronic Security & Access	various	\$ 7,800.00	W	
Fire Equipment Headquarters	various	\$ 1,999.95	W	
John Gross	various	\$ 1,212.34	W	
Lexington Group	various	\$ 4,867.50	W	
R & C Electric	various	\$ 24,402.00	W	
	Subtotal	\$ 487,494.97		
International Building Maintenance	various	\$ 4,736.00	H	
Interpreters and Translators	various	\$ 4,664.00	H	
	Subtotal	\$ 9,400.00		
C & C Janitorial	various	\$ 74,219.00	IP	
	SBE/MBE TOTAL	\$ 3,118,516.82		

ASSIGNMENT OF RESPONSIBILITY

Section 46a-68-36

Appointing Authority

John W. Miller, Ph. D., President of Central Connecticut State University, as appointing authority, has the ultimate responsibility for the establishment and enforcement of result-oriented Affirmative Action policies and practices. Pursuant to Public Act 87-253, Dr. Miller was responsible for the development, filing, and implementation of an Affirmative Action Plan in accordance with Affirmative Action Regulations of Connecticut State Agencies §§ 46a-68-31 through 46a-68-74, and shall be accountable for the program's success or failure.

The President assigns to several employees such duties and responsibilities necessary for the development and implementation of the affirmative action plan. To acquaint employees with their specific responsibilities under the Plan, the President's Chief Diversity Officer (CDO), Ms. Rosa Rodríguez, participates in regularly scheduled meetings that emphasize 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 affirmative action plan and identification of obstacles in meeting the goals of the plan.

The chief diversity officer is a full-time employee who has been designated by Dr. Miller to serve as Central Connecticut State University's affirmative action officer. Ms. Rodríguez reports directly to President Miller. The Office of Diversity and Equity (ODE), which is supervised by Ms. Rodríguez, includes the Ruthe Boyea Women's Center, which serves as an advocate for women's rights on Central Connecticut State University's campus. The Coordinator of the Ruthe Boyea Women's Center, Ms. Jacqueline Cobbina-Boivin, reports directly to the CDO.

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

The chief diversity officer, Rosa Rodríguez, has full-time responsibility for the management and implementation of the University's Affirmative Action Plan. She reports directly to the President as required in Affirmative Action Regulations, § 46a-68-36(c). Ms. Rodríguez, Nicholas D'Agostino, the Associate to CDO, and Pamela Soucy, University Assistant staff the ODE

Specific Functions of the Chief Diversity Officer and ODE Staff

1. To develop, coordinate, evaluate, monitor, report, and implement the Affirmative Action Plan, along with persons who have specific personnel responsibilities and to utilize a systematic procedure for monitoring all phases of the Affirmative Action Plan on a continuing basis.
2. To write, with appropriate consultation, any revisions of the Affirmative Action Plan and to communicate them, subject to the approval by the President, to the appropriate federal or state agency or office and to serve as principal contact with state and federal representatives in affirmative action reviews of the institution.
3. To initiate and maintain contact with recruiting sources and organizations serving members of protected classes, in conjunction with other members in the University community.
4. To review, analyze, and evaluate all reports and statistical data pertaining to the University's workforce for accuracy and progress made toward affirmative action goals as well as regarding the status of minorities and women.
5. To coordinate the implementation of the Affirmative Action Plan by all personnel named as having specific responsibilities and to assist all personnel involved in implementation of the Affirmative Action Plan through the development of written guidelines, resource files, orientation sessions, and individual advisement.

6. ODE staff meets with every unclassified search committee to train on the recruitment and search process including affirmative action guidelines and goals. For both classified and unclassified searches, the committees are provided written affirmative goals.
7. The CDO 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 investigate complaints of alleged discrimination.

The Affirmative Action Plan does not allow for passive observation of potential or existing discriminatory practices. First line supervisors are responsible for insuring 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 (10-20%)

The Office of Human Resources is managed by Lou Pisano, Chief Human Resources Officer, and consists of the following staff:

- Anna Suski-Lenczewski, University Human Resources Administrator 3
- Mary Cavanaugh, University Human Resources Administrator 1
- Joanne Callahan, Associate in Human Resources
- Karen Portera, Associate in Human Resources
- Norma Rivera, Associate in Human Resources
- Louise Olszewski, Assistant in Human Resources 2
- Doreen Revoir, Assistant in Human Resources I

The University Human Resources Administrators 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 Human Resources Administrators and any other Human Resources Office staff include overseeing the hiring process to assure that the affirmative action procedures are being 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 Human Resources Office is responsible on a continuing basis for thorough knowledge of federal, state, and the University affirmative action requirements.

A University Human Resources Administrator assists the ODE with preparation of the Affirmative Action Plan, providing all employee- related statistical data, as well as Human Resource-related review and consultation, as appropriate.

Deans, Managers, and Supervisors (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. 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.

Pursuant to Section 46a-68-36(d), each agency of 100 or more employees shall consider the feasibility of establishing an employee advisory committee, which, if established, may consider any matter appropriate to the development and implementation of the affirmative action plan. While the University recognizes that the Employment Advisory Committee, comprised of all senior managers of the President's Executive Committee, does not meet the regulations regarding an affirmative action employee advisory committee, the Committee continued to look at the progress made by search committees toward the achievement of hiring goals and the challenging recruitment milieu that search committees encounter. This committee will continue to address those areas that seem to impede goal achievement for the University.

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 Arts & 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 GLBT Advisory Committee; and the Faculty Senate Diversity Committee whose members represent all campus community constituencies and is charged with creating a campus that is diverse, inclusive and welcoming.

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 and/or Equal Employment Opportunity Commission.

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.

ACTIVITIES DURING THIS REPORTING PERIOD

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

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

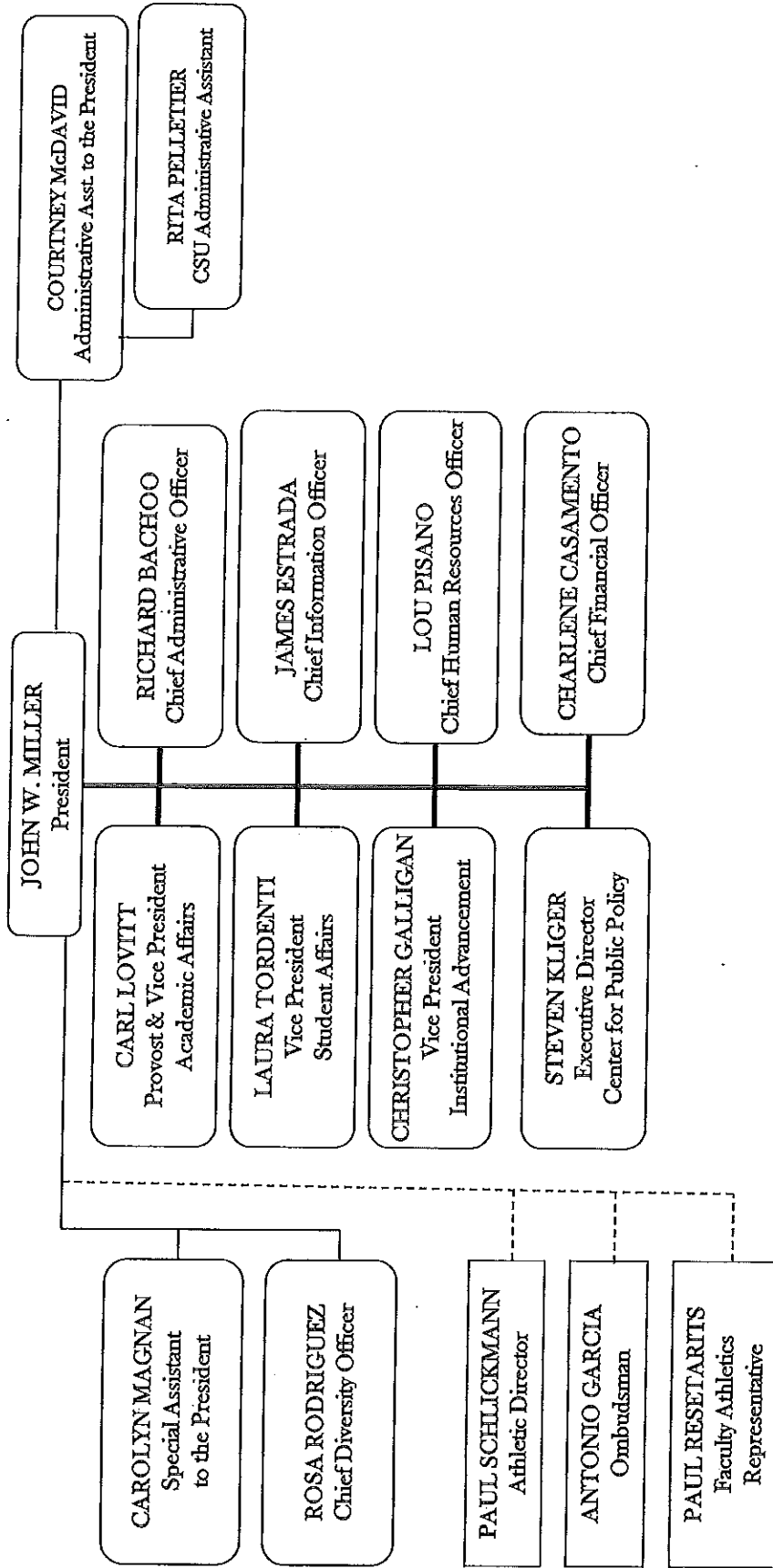
1. ODE distributed the annual notice all employees in July 2013 (this can be located in the internal communication section of this affirmative action plan).

2. In July 2013, the Chief Diversity Officer created and submitted a copy of the executive summary of the AA plan and related policy/procedural updates to the executive committee (which serves as one of the employee advisory committees as required under this section).
3. During the reporting period, the Chief Diversity Officer was an active participant of the monthly executive staff meetings. During these meetings Ms. Rodriguez discussed updates to policies, procedures, programming and developments on other issues related to EEO/AA.
4. During the reporting period, ODE ensured that each building had the required EEO/Nondiscrimination and Sexual Harassment posters and those were properly displayed.
5. During the reporting period, the Chief Diversity Officer 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 Chief Diversity Officer 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 GLBT Advisory Committee; and the Faculty Senate Diversity Committee met regularly to develop procedures, policies and programming to increase awareness and cultural competency related to their target audience.
8. During the reporting period, ODE distributed more than 2500 booklets containing the nondiscrimination and anti-harassment policies, resources and complaint procedures to students, faculty and staff.
9. Facilities provided by Central Connecticut State University for employees are comparable for both sexes.
10. Minority and female employees are offered full opportunity and are encouraged to participate in all educational, training, recreational and social activities.
11. ODE staff met with every search committee for all searches addressed in the plan. During the AA plan period Rosa Rodriguez met with all employees serving on search committees (several hundred) to charge them with their duties and responsibilities related to EEO/AA and the hiring processes. A copy of a search charge is included in the exhibits related to this section.
12. During the reporting period ODE staff coordinated training regarding sexual harassment, diversity and Title IX. A full reporting on this training can be found in the internal communication and employment analysis (training analysis) sections of this affirmative action plan.
13. Supervisors' work performance is evaluated on the basis of their equal employment opportunity efforts and results, as well as their performance criteria.
14. Supervisors must take action to prevent harassment of employees placed through affirmative action efforts.
15. ODE advises and informs those individuals involved in the hiring and promotion process of their legal obligations and of the University's procedures for recruitment, hiring, interviewing, and counseling through written guidelines and orientation training. Each department monitors or has monitored all hiring and promotion actions.
16. ODE and the 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, or has completed, all 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.

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 veterans of the Vietnam Era 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 his or her specific area of responsibility for the implementation of the Affirmative Action program.

The ODE co-sponsored several events with the Ruthe Boyea Women's Center, 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 4. Internal Communication Supportive Materials.**

Office of the President



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Charge of the Search Committee

Position: _____

Search Number: C13-xxx

- I. 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. **CHANGE.** By state and federal law, the official, or master, search file must be maintained in a secure and accessible location for a minimum of three years. The Office of Diversity and Equity 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 until the search is completed. The search committee is provided with the instruction on how the search files should be organized. **The Office of Diversity stores all closed search files.**
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.

II. AAP-2: Affirmative Action search plan

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

III. 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 **Black Male, Black Females, Hispanic Males, Hispanic Female, Other Females.** The Office of Diversity and Equity 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 Diversity and Equity 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 Diversity 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.

IV. 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 didn't 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.

V. AAP-4:

1. Fill out the unranked candidate's names only.
2. Attach the memo to the hiring manager.
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.

Edited 6/25/14

Central Connecticut State University



Nondiscrimination & Anti-Harassment Policies, Resources and Complaint Procedures

This document is available in alternate format by contacting the Office of Diversity and Equity at 860-832-1652.

This booklet is provided to employees, students and applicants for their general information and guidance only. It does not constitute a contract either express or implied, and is subject to revision at the University's discretion.

Central Connecticut State University is an
equal opportunity educator and employer.

6/2013

Office of Diversity and Equity

1615 Stanley Street
Davidson Hall, 102
New Britain, CT 06050

Important Phone Numbers

Reporting an Incident

University Police

860-832-2375

Office of Diversity & Equity

860-832-1652

Office of Student Conduct (OSC)

860-832-1667

Medical Attention

University Health Services (UHS)

860-832-1925

Hospital of Central Connecticut*(HCC)

860-224-5011

Emergencies

911

Someone to talk to

Women's Center

860-832-1655

Counseling & Wellness Center

860-832-1945

Sexual Assault & Crisis Services*

860-225-4681

English Hotline 1-860-223-1787

Español Hotline 1-888-568-8332

Residence Life

860-832-1660

***Off-Campus**

President's Message



June 2013

Dear University Community Members:

This University strives to provide a campus that is welcoming to all and a learning environment that is open, supportive, and safe. As a community, we will not tolerate acts of discrimination, harassment or violence. A key component in our efforts is to provide policies that clearly spell out our response to reported incidents affecting our students, faculty, staff, and visitors.

These policies provide information for those whose rights have been violated; present guidance for the campus community on expectations we have for communication, responsibility, and respect; and establish procedures to ensure that any CCSU community member who is subjected to discrimination or harassment is treated with care and provided accurate and complete information. I encourage all to read the policies and procedures so that we can all support those who may need our help.

Acts of harassment and discrimination threaten personal safety and violate the standards of conduct expected of community members. To help ensure that the University remains welcoming and safe for all, we will continue to offer education and prevention programs for the campus community, and we will pursue all criminal and administrative remedies for complaints of discrimination, harassment, and violence.

Sincerely,

Jack Miller
CCSU President

Notes

Other Important Information and Resources

Affirmative Action Plan: Copies of the plan are available at the library, the Office of Diversity and Equity and the University's web site-- <http://www.ccsu.edu/page.cfm?p=6815>

Code of Conduct: The Office of Student Conduct is responsible for developing ways to respond effectively to incidents or issues that threaten to disrupt the learning environment. The goals of the office of Student Conduct include resolving discipline cases in a developmentally sound manner consistent with University policy and applicable state and federal laws; encouraging the teaching and development of life-skills, such as healthy decision making, civility, and accountability; and maintaining integrity in regards to the health, safety, and security of all members of the CCSU community. For copy of code go to: <http://www.ccsu.edu/page.cfm?p=4152>

Crime Report: In compliance with the Clery Act (Campus Crime Statistics Act), all employees of the University (excluding "Privileged Contacts") notified of a sexual assault are required to inform the CCSU Police of non-personally identifiable information for inclusion in campus crime statistics unless the matter has already been reported to the police. To access the report go to: <http://www.ccsu.edu/page.cfm?p=4376>

Helping Victims/Survivors of Sexual Misconduct Protocol: A copy of the protocol is available at www.ccsu.edu/smp

Did you know?

Electronic harassment can include text messages, posts to social media sites such as, Face book, email and other electronic methods used to harass someone.

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Office of Diversity and Equity (ODE)

Mission Statement

- Provide leadership for the University in its commitment to a campus environment that fosters respect for the dignity, rights and aspirations of each member of the University community.
- Coordinate the University's efforts to promote, develop and support a culturally diverse community.
- Guide the University community in the implementation of Affirmative Action and diversity strategies.
- Conduct training on the Prevention of Sexual Harassment for staff and students.
- Investigate complaints of discrimination and sexual harassment.

The ODE is located in Davidson Hall, room 102. The office reports directly to the President and is responsible for promoting diversity and fairness. Responsibilities include the administration of:

1. Policies and Procedures
 - Non-discrimination in Education and Employment Policy
 - Sexual Harassment Policy
 - Sexual Misconduct Policy
 - Procedures for filing related complaints
2. Federal and State Laws
 - Affirmative Action and Equal Employment Opportunity Policy
 - Americans with Disabilities Act

Other responsibilities include the administration/implementation of the University's:

3. Investigation of internally filed complaints
4. Monitoring of the employment process (including recruitment, hiring, promotion and training)

Alternatively:

Connecticut Permanent Commission on the Status of Women

18-20 Trinity Street
Hartford, CT 06106
Tel: (860) 240-8300

State of Connecticut: Employee Grievance Procedure

(Contact Human Resources Office or union representatives for Grievance forms and/or procedures).

Regulation of Wages Division, Connecticut Labor Department

200 Folly Brook Boulevard
Wethersfield, CT 06109
Tel: (860) 263-6000

Wage and Hour and Public Contracts Division

United States Labor Department
135 High Street
Hartford, CT 06103
Tel: (860) 240-4277

U.S. Department of Education, Office for Civil Rights

33 Arch Street
Ninth Floor
Boston, MA 02110
Tel: (617) 289-0111
Fax: (617) 289-0150

We have talked long enough in this country about equal rights. It is time now to write the next chapter—and to write in the books of law.

80 Lyndon B. Johnson

Discrimination Complaint Agencies

An individual has the right to file his or her complaint of discrimination with any or all of the relevant agencies listed below. The individual can also simultaneously avail himself or herself of the University's Internal Discrimination Grievance Procedure.

The Connecticut Commission on Human Rights & Opportunities:

Capitol Region
999 Asylum Ave.
Hartford, CT 06105
Tel: (860) 566-7710

Eastern Region
100 Broadway
Norwich, CT 06360
Tel: (860) 886-5703.

Southwest Region 1057 Broad
Street Bridgeport, CT 06604 Tel:
(203) 579-6246

West Central Region Rowland
State Government Center
55 West Main Street, Suite 210
Waterbury, CT 06702-2004
Tel: (203) 805-6530

Complaints should be filed with the Commission on Human Rights and Opportunities no later than one hundred and eighty (180) days after the alleged act of employment discrimination occurred.

The Equal Employment Opportunities Commission

John F. Kennedy Federal Office Building
Government Center, Room 47S
Boston, MA 02203
Tel: (617) 565-3200

Complaints should be filed with the Equal Employment Opportunities Commission no later than one hundred and eighty (180) days after the alleged act of employment discrimination occurred, except, that in a case when the aggrieved person has initially filed a complaint with the Commission on Human Rights and Opportunities, such complaint should be filed no later than three hundred (300) days after the alleged act of employment discrimination occurred.

5. Development and implementation of the annual Affirmative Action Plan

6. Provision of the ADA reasonable accommodations for employees

State law requires that all employees participate in diversity training and that all those employees with supervisory responsibility participate in the Sexual Harassment Prevention Training. Contact the ODE for the training opportunities.

ADA Accommodations

Employees: The Office of Diversity and Equity handles employees' requests for reasonable accommodations.

Contact Information: Rosa Rodriguez, Chief Diversity Officer at 860-832-1652 or at rosa.rodriguez@ccsu.edu

Students: Requests for reasonable accommodations from students are handled by the Office of Student Disability Services. The office is located in Willard Hall, room 101-04.

Contact Information: Natalie Stimpson Byers, Coordinator for Disability Services at 860.832.1900 or byers@ccsu.edu

Ruthe Boyea Women's Center

The Ruthe Boyea Women's Center provides resources, to advocate, inform, and support personal development. The Center offers a variety of services for and about women. It also sponsors educational and cultural programs designed to promote gender equity, knowledge of women's rights issues, leadership and independence, and encourages understanding and cooperation among women of varied socio-economic groups, cultures, ethnic backgrounds, races and sexual orientations. The Women's Center welcomes all women and men.

The Center is located in the Student Center, room 215.

Contact Information: Jacqueline Cobbina-Boivin, Women Center Coordinator at 860-832-1655 or Cobbina-boivinj@ccsu.edu

ODE and Women Center Staff Responsibilities

Staff	Responsibilities
<p>Rosa Rodríguez Chief Diversity Officer (CDO) Davidson Hall, room 102 860-832-0178 rosa.rodriguez@ccsu.edu</p>	<ul style="list-style-type: none"> •Manages the University's programs that promote equity, diversity and equal opportunity including oversight of the affirmative and non-discrimination policies and procedures including monitoring of the hiring process •Investigates complaints •Serves as the ADA coordinator •Develops and coordinates cultural and educational programming activities
<p>Nicholas D'Agostino Associate to CDO Davidson Hall, room 102 860-832-1653 nicholas.dagostino@ccsu.edu</p>	<ul style="list-style-type: none"> •Investigates complaints •Assists with the development and implementation of the Affirmative Action Plan •Provides advocacy and referrals to other university offices
<p>Jacqueline Cobbina-Boivin Women Center Coordinator Student Center, room 215 860-832-1655 cobbina-boivini@ccsu.edu</p>	<ul style="list-style-type: none"> •Offers a variety of services for and about women •Provides resources, to advocate, inform, and support personal development •Sponsors educational and cultural programs designed to promote gender equity, knowledge of women's rights issues, leadership, and independence •Provides crisis intervention, advocacy and referral services to victims/survivors of sexual assault
<p>Pamela Soucy University Assistant Davidson Hall, room 102 860-832-1652 soucyjp@ccsu.edu</p>	<ul style="list-style-type: none"> •Schedules search charges for unclassified positions •Manages the calendar for the office •Monitors the office budget and AA goals •Maintains office files

Employees could be held personally liable in a criminal or civil lawsuit.

Sanctions

All violations of this policy should be reported to Human Resources for investigation and appropriate administrative action, up to and including disciplinary action.

Policy approved April, 2012

Contact Information

Lou Pisano
 Chief Human Resources Officer
 Davidson Hall, room 101
 1615 Stanley Street
 New Britain, CT 06050-4010
 860-832-1751

Did You Know?

The *Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 USC § 1092(f))* is the landmark federal law, originally known as the Campus Security Act, that requires colleges and universities across the United States to disclose information about crime on and around their campuses. The law is tied to an institution's participation in federal student financial aid programs and it applies to most institutions of higher education both public and private. The Act is enforced by the United States Department of Education.

Source: Cleary Center

relationship can take a variety of forms, such as teacher to student, advisor to advisee, coach to athlete, supervisor to student employee, or similar relationship.

Strongly Discouraged

Between employee and student:

Romantic, dating or sexual relationships between employees and students over whom said employee does not have supervisory or evaluative authority are strongly discouraged. Such relationships are not only susceptible to future conflicts of interest, but also may present the appearance of impropriety.

If this situation exists, no employee should agree to supervise or evaluate a student with whom he or she has, or formerly had, a consensual relationship. A faculty member should inform the Dean if such a student wishes to enroll in a credit bearing course that he or she is teaching so that alternate arrangements can be made. Nor should a faculty member direct the student's independent study, internship, or thesis; participate in decisions regarding grades; or write letters of recommendation or reference.

Between employee and employee:

CCSU discourages employees with supervisory or evaluative authority from engaging in romantic, dating or sexual relationships with employees who they supervise or evaluate. If such a relationship exists or develops, the supervisory employee must notify his/her manager so that arrangements can be made for the unbiased supervision and evaluation of the employee. These situations are handled on a case-by-case basis and may require transfer or reassignment of one or more employees.

In the event of a Sexual Harassment Charge

Anyone who enters into a romantic, dating or sexual relationship where a professional power differential exists must realize that if a charge of sexual harassment is subsequently filed, it may be difficult to defend the charge by claiming that there was mutual consent.

Other University Cultural Programs and Services Center for Africana Studies

The Center emphasizes the study and the cultures of African peoples both in the Continent of Africa and throughout the world. Further, the Center offers various programs including lectures, conferences, student activities etc. that create a better understanding of African peoples in the wider social, economic, and political systems.

The Center is located in the Marcus White Hall, room 008.

Contact Information: Warren Perry, Ph.D., Co-Director at perryw@ccsu.edu or 860-832-2613, or Sherinatu Fafunwa-Ndibe, Co-Director at fafunwas@ccsu.edu or 860-832-2646

East Asian Center

The East Asian Center is devoted to serving the interests and needs of Asian and Asian American students and helping to create a supportive environment for living and studying. In this regard, EAC provides a range of support services, advising and mentoring services, as well as cultural, social and co-curricular programs. <http://www.ccsu.edu/eastasiancenter>

The Center is located in Barnard Hall, room 209.

Contact Information: Helen Abadiano, Director at 860-832-2180 or EAC@ccsu.edu. Dr. Abadiano is available to address academic or personal concerns.

Did you know?

Harassment based on gender stereotypes is a form of sex discrimination and is unlawful.

Latin American, Latino and Caribbean Center

The Center for Caribbean and Latin American Studies promotes the understanding and appreciation of the historical, social and cultural lives of Latin American and Caribbean societies, and of Latino in the U.S. through education, community events, study abroad, international exchange, community outreach and research. Because of the importance of the Latino community as one of the largest minority groups in the U.S., the Center as part of the University's mission of fostering diversity and global awareness plays an important role in providing educational opportunities to Latino students and promoting Latino cultures. The Center organizes educational and cultural activities that aim to increase the recruitment and retention of Latino students.

The Center is located on the main floor of the Elihu Burritt Library.

Contact Information: Luis Recoder-Núñez, Ph.D., Director at 860-832-3108 or recoderl@ccsu.edu.

Lesbian, Gay, Bisexual, Transgender Center (LGBT)

The LGBT Center provides a safe space that focuses on resources for the campus lesbian, gay, bisexual, transgender, queer and ally community.

The Safe Zone Concept has been adopted by CCSU. The Center offers Safe Zone Training. This program promotes awareness and non-judgmental treatment of sexual minorities. Safe Zone provides safe spaces that are highly visible and easily identifiable to lesbian, gay, bisexual and transgender persons, where support and understanding is key and where discrimination is not tolerated.

The Center is located in the Student Center, room 305.

Contact Information: Crystal Nieves at 860-832-2091 or cnieves@ccsu.edu

Consensual Relationship Policy

Central Connecticut State University (CCSU) stands for excellence in teaching and learning in an environment of inclusion, trust, and respect among all members of the university community. All employees with managerial, supervisory, or evaluative responsibilities for students or other employees carry a special responsibility to adhere to the highest ethical and professional standards and to avoid any actions that may appear to undermine this atmosphere of trust and respect and thereby hinder the University's educational mission.

Because of the inherent imbalance of power and need for trust, all employees with evaluative or supervisory authority over students and employees should be aware that dating or sexual relationships that might be appropriate in other circumstances have inherent dangers when they occur between employees, or between an employee and a student.

Consensual relationships can create real conflicts of interest and appearances of impropriety that can impair the integrity of academic and employment decisions. There are also special risks in any sexual or romantic relationships between individuals in inherently unequal positions of power, such as students and teachers or supervisors and employees. In addition, although these relationships may begin and remain consensual, they may easily be later characterized as non-consensual given the inherent power differential between the parties, and such relationships could potentially lead to sexual harassment charges.

Policy

Prohibited

Between employee and student: Consensual romantic, dating, or sexual relationships between any employee and any student over whom that employee exercises direct or otherwise significant academic, supervisory, or evaluative authority or influence are prohibited at Central Connecticut State University. The evaluative

All records of internal complaints and dispositions shall be reviewed on a regular basis by the Office of Diversity and Equity to discern any pattern in the nature of the internal complaints.

Revised October 25, 2011

Did you know?

Reported sexual assaults are true, with very few exceptions. FBI crime statistics indicate that only 2% of reported rapes are false. This is the same rate of false reporting as other major crime reports.

Men can be, and are, sexually assaulted. Current statistics indicate that one in six men are sexually assaulted in their lifetime. Sexual assault of men is thought to be greatly underreported.

Almost all sexual assaults occur between members of the same race. Interracial rape is not common, but it does occur.

Source:
<http://www.connsacs.org/learn/index.htm>

MOSAIC Center

The MOSAIC Center is located on the second floor in the Student Center. The purpose of the center is to create a welcoming area for multicultural affairs. The center is a support system for all the cultural and religious groups. MOSAIC provides many resources for student organizations to take advantage of to help program events, discussions, and forums for the year. The MOSAIC center also participates in co-sponsorship with other clubs and organizations to help foster unity among the campus community.

The Center is located on the second floor in the Student Center.

Contact Information: 860-832-1892

Did you know?

Three Largest Connecticut Race/Ethnic Groups

- The Connecticut White population is 2,546,262 persons or 71.2%.
- The Connecticut Hispanic population is 479,087 persons or 13.4%.
- The Connecticut Black population is 335,119 persons or 9.4%.

Source: <http://www.connecticut-demographics.com/>

Student Clubs and Organizations

Africana Students Organization (ASO)

The purpose of the Africana Students Organization (ASO) shall be to promote a sense of awareness of African culture on the CCSU campus through events, empowerment discussions, and support systems; to further educate the people of CCSU on the different cultures that constitute the continent of Africa and the issues that concern us; and, to encourage positive conceptions of African cultural background and the African Diaspora.

Latin American Student Organization (LASO)

LASO is a volunteer student organization comprised of various members representing different communities and backgrounds.

Muslim Student Association

MSA's mission is to create friendly relations between the Muslim and non-Muslim students on campus and to present Islam to the people of other faiths and cultures. Club membership is certainly not limited to the Muslims on campus. EVERYONE is encouraged to join!

PRIDE

PRIDE supports LGBT students on campus and provides educational and awareness programs for the entire campus community. PRIDE meets on Wednesdays at 7:15 p.m. in the 1849 Room of the Student Center. All are welcome!

South Asian Students Association (SASA)

The purpose of the South Asian Students Association (SASA) is to promote international friendship by improving intercultural relations and creating a stronger bond of unity between Eastern and Western cultures; to further the acknowledgment of South Asian countries (India, Pakistan, Bangladesh) their culture, traditions, customs, norms, languages and religious belief; and, to encourage South Asian

5. Disciplinary Action

If the CDO or designee believes that disciplinary action against the respondent may be warranted at this or a subsequent stage, a recommendation will be made to the Chief Human Resource Office (for employees) or the Office of Student Conduct (for students).

B. Process for Filing an Appeal

Within fifteen (15) calendar days of the issuance of the Chief Diversity Officer's determination, the complainant or respondent may file an appeal of the determination. The appeal and all supporting documentation shall be submitted in writing to the University President, with copies to the CDO and other parties to the complaint.

The President or designee shall review the investigation and determine whether to affirm or modify the decision. The President or designee may receive additional information if the President or designee believes such information would aid in the consideration of the appeal.

If an appeal of the CDO's determination is filed, the University President or designee shall conduct a review of said appeal and issue a written decision within thirty (30) calendar days of the appeal. The University President shall notify all parties in writing of his/her decision.

The decision on appeal exhausts the complainant's and respondent's administrative remedies under this procedure except as provided herein.

C. Records Maintenance

The CDO shall create and maintain a file of each internal complaint received under these procedures. All information, including records and correspondence pertaining to said internal complaint will be kept in this file. Access to the file will be in accordance with applicable State and Federal statutes and collective bargaining agreements. The CDO will secure these files.

Timeline

Internal complaints shall be investigated and resolved within ninety (90) calendar days of the receipt of the complaint, including the written notification to the complainant(s) and respondent(s) regarding the results of the investigation. Whenever possible, complaints should be resolved in accordance with relevant University policies at the supervisory, Dean or Director's level with the concurrence of the CDO.

AAUP

The complaint will be processed according to an agreed-upon procedure consistent with the CSU-AAUP Collective Bargaining Agreement, Appendix F.

Right to Union Representation

In accordance with federal law and applicable collective bargaining agreements, represented employees may have the right to request and receive union representation during an investigatory meeting.

Nothing in this procedure is intended to expand, diminish or alter in any manner whatsoever any right or remedy available under a collective bargaining agreement, personnel policy or law.

Determination

Upon the conclusion of its investigation, the CDO or designee will determine whether or not discrimination or harassment in violation of CCSU policy occurred. A preponderance of the evidence standard is used to make this determination.

1. Unsupportable Complaints. If the CDO or designee determines that the evidence is insufficient to support the allegation, he or she shall dismiss the complaint.
2. Supportable Complaints. If the CDO concludes that the allegations are supported by the evidence, he or she will report his or her findings and recommendations to the appropriate administrator.

students to spread their culture by arranging activities such as field trips, cultural shows, intercollegiate events, and other cultural events.

United Caribbean Club

Come join the festivities of the United Caribbean Club where we promote the unity of the political, cultural, and educational ideals of the Caribbean student. Calling all West Indians! COME OUT and represent yourself respect to all from Antigua, Bahamas, Barbados, Bermuda, Belize, Dominica, Dominican Republic, Cuba, Guyana, Grenada, Haiti, Jamaica, Puerto Rico, Trinidad & Tobago, St. Kitts, St. Lucia, St. Vincent, Virgin Islands, it doesn't matter which part you come from REPRESENT! Join us for fun activities and events and as we share the music, food, dances, and language of the Caribbean.

Did you know?

National origin discrimination includes discrimination because a person (or his or her ancestors) comes from a particular place. The place is usually a country or a former country, for example, Colombia or Serbia. In some cases, the place has never been a country, but is closely associated with a group of people who share a common language, culture, ancestry, and/or other similar social characteristics, for example, Kurdistan.

Source: <http://www.eeoc.gov/policy/docs/national-origin.html#11>

Nondiscrimination in Education and Employment

Policy

Central Connecticut State University (CCSU) is committed to a policy of nondiscrimination in education and employment. No person shall be discriminated against in terms and conditions of employment, personnel practices, or access to or participation in programs, services and activities with regard to: age; ancestry, color; gender identity and expression; intellectual disability; learning disability; mental disorder; physical disability; marital status, national origin; race; religious creed; sex, including pregnancy, transgender status, sexual harassment and sexual assault; sexual orientation; or any other status protected by federal or state laws. Discrimination in employment based on genetic information is prohibited. In addition, CCSU will not refuse to hire solely because of a prior criminal conviction, unless that refusal is permitted by Connecticut law.

Harassment on the basis of any of the above protected classes is prohibited. Harassment may occur in a variety of relationships, including faculty and student, supervisor and employee, student and student, staff and student, employee and employee, and other relationships with persons having business at, or visiting the educational or working environment.

This policy is directed at verbal or physical conduct that constitutes discrimination/harassment under state and federal law and is not directed at the content of speech. In cases in which verbal statements and other forms of expression are involved, CCSU will give due consideration to an individual's constitutionally protected right to free speech and academic freedom.

Retaliation is illegal. No individual who opposes an allegedly discriminatory act or practice shall suffer retaliation as a result of such participation. Complaints of retaliation may be filed within a reasonable time of the alleged retaliatory act with the Chief Diversity Officer or any manager not directly involved in the alleged retaliation who will then notify the Office of Diversity and Equity (ODE).

policies on non-discrimination, sexual harassment and/or sexual misconduct and the procedures and timetables for processing internal complaints.

No Basis to Proceed

At any point during the processing of the complaint, the CDO or designee may determine that there is no basis to proceed under the Nondiscrimination in Education and Employment Policy, Sexual Harassment Policy and/or Sexual Misconduct Policy. The CDO or designee shall refer the complaint as appropriate. The CDO or designee shall notify the complainant and, if necessary, the respondent of the outcome as appropriate, in accordance with applicable state and federal laws.

Investigatory Process

The Office of Diversity and Equity shall provide the respondent with a written summary of the complaint, which shall include a description of the alleged discriminatory acts, within five (5) calendar days of the filing of the complaint. If the complaint is in writing, the Office of Diversity and Equity shall provide the respondent with a copy of the written complaint or summary of the complaint. Disclosure of information shall be in accordance with applicable state and federal laws.

The CDO or designee shall weigh all evidence pertaining to the internal complaint, make findings of fact, recommendations, and, with the consent of the parties and appropriate executive officer, propose settlements to the University President. Without investigation, the CDO or designee may also mediate issues between parties where the allegations, if proven, would not constitute a violation of CCSU policies.

The complainant and the respondent (person accused) will be allowed to have a non-participating support person present for interviews.

complainant's first knowledge of the alleged discriminatory act. Once filed, the internal complaint must be resolved within ninety (90) calendar days.

3. Where to File:

The Office of Diversity and Equity handles internal complaints alleging violations of the Nondiscrimination Opportunity in Education and Employment, Sexual Harassment and/or Sexual Misconduct policies. The Chief Diversity Officer (CDO) or his/her designee reviews and, if necessary, conducts an investigation into each complaint that, if proven, would constitute a violation of CCSU policies.

All complaints

Chief Diversity Officer
Office of Diversity and Equity
Davidson Hall
860-832-1652

Complaints against Students

Student Conduct
Office of Student Conduct
Willard Hall
860-832-1667

The CDO serves as the Title IX officer. Complaints against students may be referred to the Office of Student Conduct.

Reports against the Chief Diversity Officer or Office of Diversity Equity Employees

Complaints that involve allegations against Office of Diversity and Equity employees are handled by the University President or his/her designee.

4. Process for filing complaints

At the time an individual makes his/her complaint, the CDO or designee will provide the individual with the University's respective

This policy shall apply to all individuals affiliated with CCSU including, but not limited to, students, employees, applicants, agents and guests and is intended to protect the rights of concerned individuals.

Definitions

Discrimination

Discrimination is defined as conduct that is directed at an individual because of his or her protected class and subjects the individual to different treatment so as to interfere with or limit the ability of the individual to participate in, or benefit from, the services, activities, or privileges provided by the university or otherwise adversely affects the individual's employment or education.

Discriminatory Harassment

Discriminatory harassment is defined as verbal or physical conduct that is directed at an individual because of his or her protected class, and that is sufficiently severe, persistent or pervasive so as to have the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile or offensive work or educational environment.

Retaliation

Retaliation is subjecting a person to a materially adverse action because he or she made a complaint under this policy or assisted or participated in any manner in an investigation under this policy.

Responsibility

The responsibility for implementation of this policy is assigned to the Chief Diversity Officer, who may delegate duties as appropriate. The ODE will promptly address each complaint and make reasonable efforts to expeditiously affect a resolution. The investigation of such complaints will be managed with appropriate sensitivity.

Revised October 25, 2011

Sexual Harassment Policy

Central Connecticut State University is committed to providing learning and working environment that emphasizes the dignity and worth of every member of its community, free from discriminatory conduct or communication. Sexual harassment in any form will not be tolerated.

It is the responsibility of the University President to maintain learning and working environment free of sexual harassment and intimidation. The Chief Diversity Officer has been designated as the coordinator for investigations and enforcement of the University's Sexual Harassment Policy.

Deans, directors, department heads, chairpersons, and supervisors share responsibility for the implementation of the University policy in regard to sexual harassment in their units. Accountability for compliance with this policy, as with all other University policies, will be part of their regular performance evaluation. Other persons who suspect sexual harassment should report it an appropriate person in their unit or to the Chief Diversity Officer.

This policy shall apply to all individuals affiliated with Central Connecticut State University, including but not limited to, its students, employees, volunteers, and agents, and is intended to protect the rights and privacy of both the complainant and respondent and other involved individuals, as well as to prevent retaliation or reprisal. Individuals who violate this policy may be subject to disciplinary or other corrective action.

Did you know?

Sexually explicit calendars, cartoons, and jokes of a sexual nature are all examples of items that my create a hostile work or learning environment.

Procedures and Timetables for Processing of Discrimination, Harassment and Sexual Misconduct Complaints

In accordance with Section 46a-68-46 of the Affirmative Action Regulations of Connecticut State Agencies, the following procedures provide an internal process for the handling of complaints involving claims of discrimination or harassment, including sexual misconduct/violence.

This procedure is designed to further implement Central Connecticut State University (CCSU) policies relating to Nondiscrimination in Education and Employment, Sexual Harassment and Sexual Misconduct by providing a process through which individuals alleging violation of these policies may pursue a complaint. This includes allegations of retaliation, discrimination, harassment based on age, ancestry, color, disability, gender identity or expression, genetics, national origin, marital status, race, sex (including pregnancy, transgender status, sexual harassment and misconduct), religious creed, sexual orientation, prior criminal conviction and any other status protected by federal or state laws.

When responding to an internal complaint, disclosure of information relating to the internal complaint and the identity of the complainant will be handled with appropriate sensitivity and in accordance with applicable laws.

A. Process for Filing Internal Complaints of Alleged Discrimination or Sexual Harassment and Misconduct

- 1. Who may file:**
Any employee, applicant for employment, student, applicant for admission or any other person, including visitors.
- 2. When to file:**

Complainant(s) are encouraged to file as soon as possible but must file no later than ninety (90) calendar days following the

required, the accuser and the accused will be afforded due process rights.

Date of Adoption: October 25, 2011; **Date Revised:** August 6, 2012—added intimate partner violence.

Did you know?

Most sexual assaults are committed by someone the victim knows. Studies show that approximately 80% of women reporting sexual assaults knew their assailant.

Sexual offenders come from all educational, occupational, racial and cultural backgrounds. They are “ordinary” and “normal” individuals who sexually assault victims to assert power and control over them and inflict violence, humiliation and degradation.

Anytime someone is forced to have sex against their will, they have been sexually assaulted, regardless of whether or not they fought back. There are many reasons why a victim might not physically fight their attacker including shock, fear, threats or the size and strength of the attacker.

For more information go the CCSU Women’s Center.

Source: <http://www.connsacs.org/learn/index.htm>

Definitions

Sexual Harassment

For the purpose of this policy “sexual harassment” is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education, evaluation of a student's academic performance, or term or condition of participation in student activities or in other events or activities sanctioned by the university; or
2. Submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions or other decisions about participation in student activities or other events or activities sanctioned by the university; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance; or creating an intimidating, hostile, or offensive work or educational environment.

Sexual Harassment and Violence as Sexual Abuse

Under certain circumstances, sexual harassment or violence may constitute sexual abuse according to Connecticut law. Nothing in this policy will prohibit the University from taking immediate action to protect victims of alleged sexual abuse. Central Connecticut State University's Sexual Misconduct Policy addresses sexual violence.

Retaliation

Retaliation is subjecting a person to an adverse employment or educational action because he or she made a complaint under this policy or assisted or participated in any manner in an investigation under this policy.

Investigation

In determining whether alleged conduct constitutes sexual harassment, the University will look at the totality of circumstances,

including the nature of the conduct and the context in which the alleged incidents occurred. The determination that the conduct violates University policy will be made on a case-by-case basis. The preponderance of the evidence standard will be used to make the final determination. The University will take immediate and appropriate corrective action based on the findings in each case. As appropriate, the case may be referred to the Office of Student Conduct or the Human Resources Office. Violations of this policy may lead to disciplinary action up to and including academic dismissal or termination of employment.

Retaliation

Retaliation as defined in this policy is prohibited. Any individual subject to this policy who intentionally engages in retaliation may be subject to disciplinary or other corrective action as appropriate.

All members of the Central Connecticut State University's community are expected to conduct themselves in keeping with the policy of prohibiting sexual harassment.

Revised: October 25, 2011

Did you know?

The University Health Services are trained for victims of sexual assault. The office is staffed by a physician, two APRNs and an RN. All are ready to listen and provide medical care and support. The collection of medical is offered at New Britain's Hospital of Central Connecticut.

On-campus: Marcus White Annex
860-832-1925

Responsibilities

CCSU Police

The CCSU Police have a responsibility to uphold and enforce the law even if the victim does not want to make a complaint and/or participate in the process. As a result, once a report is made to the police, they have a duty to investigate the matter to the extent possible. This does not mean that a victim will be forced to participate in either a police investigation or a criminal prosecution. In addition, the CCSU Police will notify appropriate campus officials such as Student Affairs, the Human Resources Department and the Office of Diversity and Equity.

Human Resources Department

Human Resources is the department responsible for carrying out investigations regarding allegations of employee misconduct that violate University and/or State policy and making recommendations for appropriate administrative action. If required, the accuser and the accused will be afforded due process rights.

Office of Diversity and Equity

One of the roles of the Chief Diversity Officer is to investigate complaints of discrimination and sexual misconduct when these complaints are brought to the attention of University officials. The Chief Diversity Officer serves as the Title IX coordinator. If the person accused is a student, the incident will be reported to the Office of Student Conduct that has the responsibility for administering the *Student Code of Conduct*.

Student Affairs

Student Affairs is responsible for the administration of the non-academic misconduct portion of the Student Code of Conduct as detailed in the Student Handbook. This responsibility includes the investigation of allegations of student misconduct that violates University policy, and taking appropriate administrative action. If

that behavior does not otherwise constitute sexual assault. Examples of sexual exploitation include, but are not limited to: prostituting another person; non-consensual video or audio-taping of sexual activity; non-consensual sharing of obscene sexually explicit photographs or images by whatever means, electronically or otherwise (e.g., via the internet); going beyond the boundaries of consent (such as letting your friends hide in the closet to watch you having consensual sex); engaging in Peeping Tommy; or, knowingly transmitting a sexually transmitted infection (STI) or HIV to another.

Sexual Harassment

CCSU's policy on sexual harassment defines sexual harassment as "unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education, evaluation of a student's academic performance, or term or condition of participation in student activities or in other events or activities sanctioned by the university; or,
2. Submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions or other decisions about participation in student activities or other events or activities sanctioned by the university; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance; or creating an intimidating, hostile, or offensive work or educational environment.

Did you know?

Any University faculty, staff member, administrator or student who is made aware of a sexual assault involving a member of the CCSU community should report the sexual assault.

Sexual Misconduct and Intimate Partner Violence Policy Statement

Central Connecticut State University (CCSU) will not tolerate sexual misconduct against students, staff, faculty, or visitors, whether it comes in the form of sexual assault, sexual exploitation or sexual harassment, as defined in this policy. CCSU will also not tolerate intimate partner violence among its students. In an ongoing effort to prevent sexual misconduct and intimate partner violence on the CCSU campus, the University provides education and prevention programs for the CCSU community and pursues all criminal and administrative remedies for complaints of sexual misconduct.

Reason for the Policy

CCSU is a community dependent upon trust and respect for its constituent members: students, faculty, staff and those visiting or under temporary contract. As noted in CCSU's Violence Free Campus Policy, members of the University community have the right to a safe and welcoming campus environment. Acts of sexual misconduct and intimate partner violence threaten personal safety and violate the standards of conduct expected of community members.

Individuals and Entities Affected by this Policy

This policy applies to anyone on the property of Central Connecticut State University, as well as anyone present at CCSU-sponsored programs or events. This policy extends to off-campus violations of both students and employees in limited circumstances as noted below:

- Students: "Off-campus misconduct may be subject to the jurisdiction of the University and addressed through its disciplinary procedures if one of the following conditions is met: (i) a student engages in prohibited conduct at an official University event, at a University-sanctioned event, or at an event sponsored by a recognized student organization; or (ii) a student engages in prohibited conduct under such circumstances that reasonable grounds exist for believing that the accused student

poses a threat to the life, health or safety of any member of the University community or to the property of the University.”

- Employees: The decision of whether to investigate and discipline employees for off-campus misconduct will be made by the appropriate university administrator on a case-by-case basis in accordance with collective bargaining agreements, CSU/university policies, and state regulations.

Definitions

Consent

Consent is the equal approval, given freely, willingly, and knowingly of each participant to desired sexual involvement. Consent is an affirmative, conscious decision – indicated clearly by words or actions – to engage in mutually accepted sexual contact. A person forced to engage in sexual contact by force, threat of force, or coercion has not consented to contact. Lack of mutual consent is the crucial factor in any sexual assault. Consent CANNOT be given if a person’s ability to resist or consent is substantially impaired because of a mental or physical condition. Examples of such mental or physical conditions include, but are not limited to: unconsciousness; physical force; substantial impairment because of a psychological health condition; substantial impairment because of voluntary intoxication; or substantial impairment because of the deceptive administration of any drug, intoxicant or controlled substance.

Did you know?

Common effects of sexual assault are depression, academic decline, abuse of drugs and alcohol and contemplation of suicide.

Intimate Partner Violence

Intimate partner violence means any physical or sexual harm against an individual by a current or former spouse of or person in a dating relationship with such individual that results from any action by such spouse or such person that may be classified as a sexual assault under section 53a-70, 53a-70a, 53a-70b, 53a-71, 53a-72a, 53a-72b or 53a-73a of the general statutes, stalking under section 53a-181c, 53a-181d or 53a-181e of the general statutes, or domestic violence as designated under section 46b-38h of the general statutes. “The offenses that are designated as “domestic violence” are against family or household members or persons in dating relationships and include assaults, sexual assaults, stalking, and violations of protective or restraining orders issued by a Court. Stalking is one person’s repetitive and willful following or lying in wait behavior towards another person that causes that other person to reasonably fear for his or her physical safety.

Sexual Misconduct

Sexual misconduct refers to sexual assault, sexual exploitation and sexual harassment as described in this Policy.

Sexual Assault

Any non-consensual sexual contact with the victim’s intimate parts whether by an acquaintance or by a stranger, is a sexual assault. Physical resistance need not occur to fulfill the definition of sexual assault. Consent can NEVER be given by anyone under the age of sixteen. Sexual assault includes, but is not limited to the following: Rape; acquaintance rape (e.g. friend, classmate, peer, co-worker, partner, etc.); incest; sexual assault with an object; forcible sodomy; forcible oral sex; and forcible fondling.

Sexual Exploitation

Sexual exploitation is also prohibited at CCSU. Sexual exploitation occurs when a person takes non-consensual or abusive sexual advantage of another for his/her own advantage or benefit, or to benefit or advantage anyone other than the one being exploited, and

Executive Committee
Agenda
Tuesday, June 11, 2013
9:30 a.m.

1. SANS Security Training Program Demo J. Estrada
2. Network Security Update J. Estrada
3. Willard/DiLoreto Project R. Bachoo
4. Budget Update C. Casamento
5. Proposed Change in How People Receive Live Paychecks C. Casamento
6. Materials Sent Regarding Records Retention Correspondence C. Casamento
7. Litigation Update C. Magnan
8. Affirmative Action Plan – Executive Summary R. Rodriguez
9. As May Arise

**Executive Committee
Agenda
Tuesday, September 10, 2013
9:30 a.m.**

- | | |
|---|--------------|
| 1. 2014 Legislative Development (E-mail from Kyle Thomas) | J. Miller |
| 2. Interim Positions and Permanent Searches | J. Miller |
| 3. Affirmative Action Plan | R. Rodriguez |
| 4. CIO Advisory Groups | J. Estrada |
| 5. Fall Orientation/Opening Weekend Update | L. Tordenti |
| 6. Enrollment | C. Lovitt |
| 7. As May Arise | |

Executive Committee Notes of Tuesday, June 11, 2013

Present: R. Bachoo, C. Casamento, J. Estrada, C. Galligan, C. Lovitt, C. Magnan, J. Miller, L. Pisano, R. Rodriguez, L. Tordenti.

SANS Security Training Program Demo (J. Estrada)

J. Estrada provided a demonstration of the SANS Security Training Program. He noted the following information:

- SAGE training will continue for approximately one more year; SANS training will be run parallel to SAGE training during that time.
- SANS training will be available to all faculty and staff.
- At some point in the future, SANS will become available to students.

Network Security Update (J. Estrada)

J. Estrada thanked Executive Committee members for their efforts with Identity Finder. At this time, we are down to approximately ten machines infected per week. IT will continue to work on this effort. J. Estrada noted that employees attending the CCSU New Employee Orientation will receive information about running Identity Finder; they will be instructed to run it at least three times per year.

Willard/DiLoreto Project (R. Bachoo)

Last week, a meeting took place with the architect, Department of Construction Services, CCSU staff, and Board of Regents staff. A number of projects were discussed, mainly the Willard/DiLoreto project. R. Bachoo noted that this specific project is very old, and is a very complicated one. Due to the fact that there is no inflation for the 2020 projects, many of them start off behind, financially. The phasing for Willard/DiLoreto will impact the campus in a number of ways. The architect plans to bring some of his staff in to look at the options of phasing vs. not phasing, or possibly moving everyone out of both buildings. This work is part of the contract we have with the architect. R. Bachoo noted that this is a \$63 million dollar project. With the opening of the New Academic Building, DiLoreto will be almost empty. R. Bachoo stated that he does not want to use temporary buildings, but we may not have any other choice. The cost for a temporary building is approximately \$600,000. As R. Bachoo receives additional information, he will continue to provide updates.

J. Miller stated that, all along, we have been saying that we would build the New Academic Building, then empty Willard or DiLoreto. Upon the completion of Willard or DiLoreto, construction on the remaining building would begin. J. Miller asked if something happened to cause us to change our plan. He also asked where we are going to put a building full of people that need to be relocated. R. Bachoo stated that the English Department will be the most problematic, as the Media Center is scheduled to be moved to the Library. In regards to J. Miller's question about what caused us to change our plan, R. Bachoo did not have an answer. He noted that the architect has just been hired, and he is the person raising these new questions/concerns.

Budget Update (C. Casamento)

Casamento announced that the budget passed last week. The Board of Regents will be picking-up the risk associated with our fringe benefits related to employees. C. Casamento reminded everyone that the

received from the Comptroller's Office applies to 60-75% of our employees. The rest of the fringe associated with the employees. C. Casamento also noted the savings to the budget:

Reductions will be restored to our budgets and the other 2% will be restored to the System. There are certain stipulations on how the funds must be used.

On a 3% wage increase - Executive Committee members were encouraged to consider how this will affect their budgets.

The System Office will need to go before the Higher Education and Appropriation Committees by July 14, 2014 and provide information about the budgets, actual expenses, etc.

By July 1, 2014 a salary study will be conducted.

That he does not feel that it is appropriate to reduce everyone's budgets, when only two fit from the funds that will be restored. J. Miller stated that he will not be able to make a decision until additional information is made available.

Change in How People Receive Live Paychecks (C. Casamento)

Employees who are paid via direct deposit have been receiving a paper paystub. From this point forward employees will no longer receive a printed paystub. Employees paid via direct deposit will log-in to CORE to view and/or print their paystubs. C. Casamento reported that 8.5% of CCSU employees receive paper checks. C. Casamento proposed to notify employees that, after the next pay cycle will no longer be available for pick-up; instead all checks will be mailed to their home by June 30, 2013. She believes that this will encourage those employees to enroll in direct deposit. A discussion ensued. It was decided that paper checks would not be mailed, until further notice. The Business Office is planning to attach direct deposit information to the paper checks encouraging employees to consider switching to direct deposit. J. Miller asked if the employees who receive paper checks will still receive a pay stub with their check. C. Casamento did not know but she will find out. If paper checks include a pay stub, J. Miller encouraged C. Casamento to consider the fact that many employees may switch from direct deposit to paper checks to log-in to CORE for their paystubs.

Regarding Records Retention Correspondence (C. Casamento)

After recent training provided by IT, C. Casamento and L. James have submitted the paperwork requesting permission to destroy another year of e-mails. Correspondence will be deleted for all employees, when our request has been approved. The correspondence will include information in regards to records retention, as well as specific information about what e-mails have been deleted. L. James is the Records Retention Liaison for CCSU; A. Miano has been designated as the back-up liaison. Questions regarding records retention may be directed to L. James.

Meeting (C. Magnan)

Reviewed the most recent litigation summary report and briefly reviewed each case.

Retirement Plan - Executive Summary (R. Rodriguez)

R. Rodriguez distributed a copy of the Affirmative Action Executive Summary. She noted that the Affirmative Action Plan is due on June 30, 2013. R. Rodriguez noted that there have been issues with internal searches for SUOAF. She also noted an issue regarding search committee minutes/notes. Separate reviews of these issues will take place, and any necessary changes will be addressed.

As May Arise

- R. Bachoo announced that we will have full possession of the New Academic Building on Monday, June 17, 2013.

Executive Committee Notes of Tuesday, September 10, 2013

Present: R. Bachoo, J. Estrada, C. Galligan, C. Lovitt, C. Magnan, C. McDavid, J. Miller, L. Pisano, R. Rodriguez, L. Tordenti

Excused: C. Casamento

2014 Legislative Proposals – E-mail from Kyle Thomas (J. Miller)

J. Miller reminded Executive Committee members of the September 13th deadline to submit legislative proposals. To date, J. Miller has only received responses from C. Galligan and C. Casamento. **ACTION:** J. Miller asked that all proposals be submitted to him by the end of the day today – Monday, September 10th.

Interim Positions and Permanent Searches (J. Miller)

J. Miller has always taken the position, although it is not a formal policy, that it is unwise to appoint people as temporary/interim if they are interested in being candidates for that position. The biggest single reason why J. Miller believes this to be unwise is that the person is usually appointed to the position by the individuals who are going to make the decisions regarding the permanent hire. SUOAF leadership and members are very put out by this practice and they have raised the topic several times. J. Miller distributed a document, prepared by SUOAF, which highlights several SUOAF vacancies that were filled by “outside people” as temporary/interim appointments. Those individuals in the temporary/interim appointments applied for the position and, in all but one case, were hired permanently. C. Lovitt noted that he disagreed with the information listed in regards to Community Engagement. J. Miller encouraged L. Pisano and C. Lovitt to address this with SUOAF leadership.

J. Miller stated that his stand is not a rule, but that he is not likely to permanently hire someone who has served as temporary/interim – with very few exceptions. However, he is only directly responsible for hiring Executive Committee members, as well as several Directors. J. Estrada, R. Bachoo, C. Lovitt, L. Pisano and L. Tordenti commented that they agree with J. Miller’s stand, but noted that there may be a small number of exceptions. J. Miller would like there to be some kind of consistent practice, noting that there are alternatives to temporary/interim appointments. One example is to divide up the tasks and provide compensation until the search is complete. J. Miller stated that he is not against doing away with the guidelines he recommends. However, he would not engage in it, because for him it is not a good practice. J. Miller ended the conversation by stating that there are vast discrepancies across bargaining units on how to deal with this particular issue and that there is room for continued discussion with the Union. R. Rodriguez raised similar concerns regarding diversity. J. Miller stated that this particular discussion was not in regards to diversity. However, concerns in regards to that issue should be part of a future discussion as well.

Affirmative Action Plan (R. Rodriguez)

R. Rodriguez reported that CCSU’s Affirmative Action Plan has been approved with no deficient or weak areas this year. A copy of the CHRO Affirmative Action Plan Executive Summary was distributed. R. Rodriguez briefly reviewed the summary. She briefly discussed issues within the Athletics Department, which have now been documented. R. Rodriguez reminded everyone that it is very important to advise her of situations beforehand, so everything can be documented correctly. The Plan is scheduled to go before the CHRO Commission on Thursday, September 12th.

NOTE: The September 12th CHRO meeting was later postponed and rescheduled for Tuesday, September 17th.

CIO Advisory Groups (J. Estrada)

J. Estrada distributed a copy of information regarding a "Proposed ConnSCU IT Shared Governance Model" that he recently received at a joint meeting on the four Chief Information and Chief Financial Officers. J. Estrada briefly reviewed the proposed model, noting that it has not yet been approved. The proposal must go through the proper chain of review/approval. The ConnSCU Presidents will be the final group to review/approve the proposal.

Fall Orientation/Opening Weekend Update (L. Tordenti)

L. Tordenti reported that Opening Weekend was a success. An initial review of the survey responses seems to be positive. However, L. Tordenti noted that the response rate for the students was very poor.

L. Tordenti was pleased with the attendance at the Parent Reception, which was a new addition to the program this year. J. Miller noted that he was skeptical as to whether or not parents would stay around to attend the reception. He was very impressed with the turnout.

Enrollment (C. Lovitt)

C. Lovitt distributed the current enrollment reports for CCSU and for the ConnSCU System. He briefly reviewed both reports, noting areas of concern. J. Miller stated that adjustments to budgets will be made shortly after the three-week freeze numbers are available.

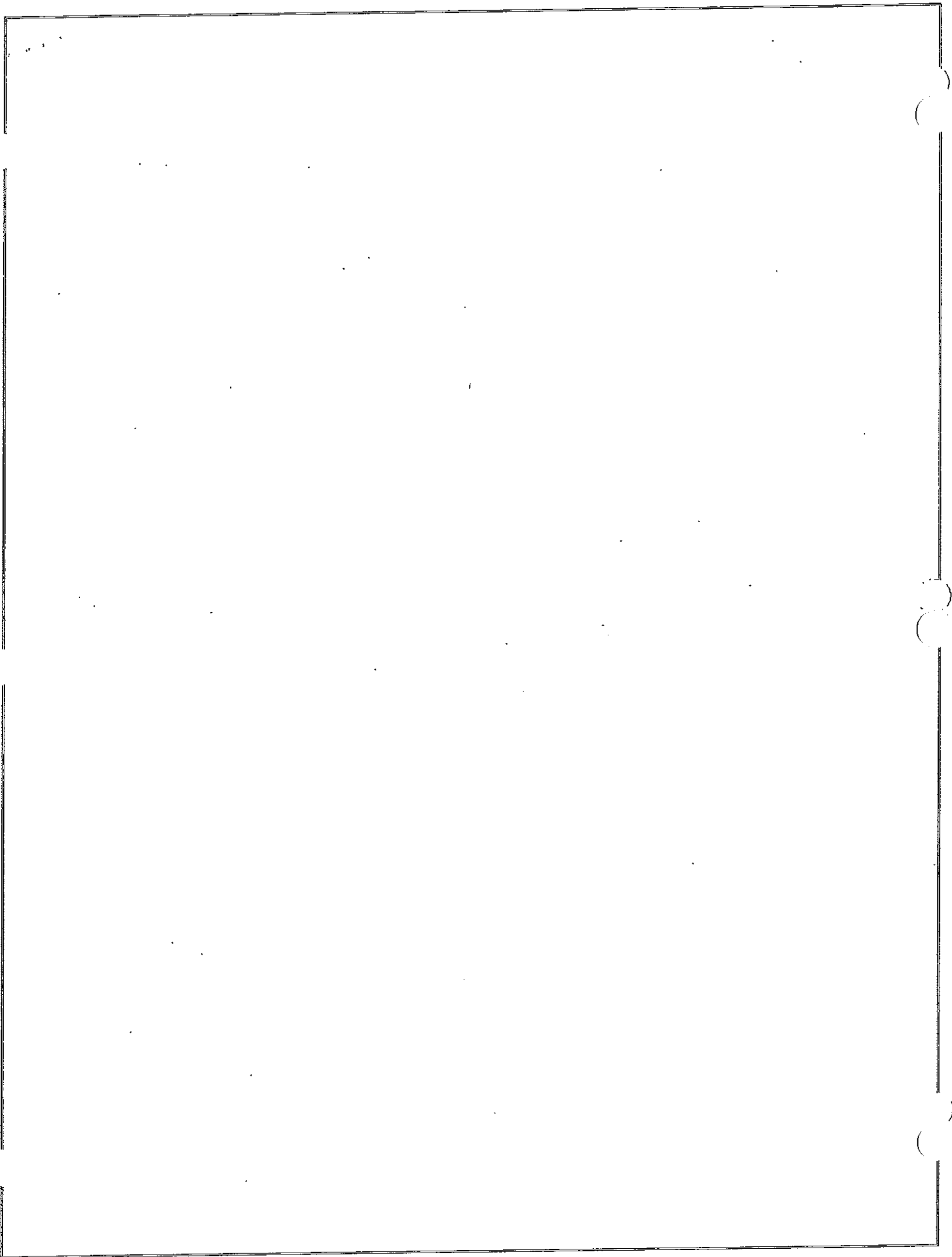
L. Tordenti reported that we currently have 56 vacancies in the residence halls, 22 of which are a result of students who were no-shows. Her staff is working to contact those students by phone to determine why they did not show.

J. Miller stated that over the next month he will be developing a 10-point plan to increase enrollment. He noted that we need to have a concrete plan and that everyone can have a hand in turning things around. J. Miller encouraged Executive Committee members to share their ideas/suggestions with him.

As May Arise -

- The CCSU Sandy Hook Memorial Garden Dedication will be held on Tuesday, September 17th at 4:00 p.m. in front of Barrows Hall. L. Tordenti invited everyone to attend.
- Family Day is scheduled for Saturday, September 21st. There will be events for all different age groups. L. Tordenti will e-mail a detailed schedule of events. All Executive Committee members, and their families, are invited to attend.
- R. Bachoo announced that the new transportation initiative with CTTransit has been a huge success. He is very excited about the response.

/cm
9/10/13



**Committee for C...s of Women
Women of Color Sub-Committee**

WOC

DATE	TIME	Room	Committee Member	Speaker	Notes
Thursday, September 26	12:00 - 4:00 p.m.	Bellin A/B	Rodriguez	How to Hire a Diverse Workforce	Postponed
Thursday, September 26	4:30 - 7:30 p.m.	CT Room	Rodriguez	Welcome Reception	Ordered Tuscan Table. Hold the date e-mail sent.
				Panel	Panel: Reasco, Phillips, Hermes, Sanders Faciliator: Rodriguez
Thursday, October 24	12:00 - 2:00 p.m.	Constitution Room	Hermes	Using CCSU Resources to Prepare your Children's Futures	Lunch: Pizza and Salad
Monday, November 4	12:00 - 2:00 p.m.	Bellin A/B	Cobbina-Boivin	Navigating Your Future at a White Institution	Lunch
Thursday, January 23	12:00 - 2:00 p.m.	Bellin A/B	Garcia	Financial Planning	Brown Bag--Provide drinks and desert
Friday, February 7	12:00 - 2:00 p.m.	Bellin A/B	Hermes	Louise Williams and Kathy	
Monday, March 24	12:00 - 2:00 p.m.	Bellin A/B	Hugley	Respecting Yourself and Earning Respect	
Monday, April 21	12:00 - 1:30 p.m. ???	Bellin A/B	Garcia	Financial Planning	Lunch: 25 People
Thursday, April 17	12:00 - 2:00 p.m.	Bellin A/B	Cobbina-Boivin	Women of Color Lucheon	Luncheon

**Committee for Concerns of Women
Women of Color Sub-Committee**

Initiative and Activities for 2013-14

Topics for monthly activities:

1. Dept. Chairs: How to Hire a Diverse Workforce
2. Financial Planning
3. Navigating Your Career at a White Institution
Misconceptions of Assertiveness vs. Aggression
4. Using the Resources at CCSU to Prepare Your Children's Futures
5. Respecting Yourself and Earning Respect

These sessions should cost between \$75-\$300 if we bring outside speakers.

The purpose is information giving, not information sharing, at this point in time.

Webinars via the Women's Center and the Women of Color Luncheon will be separately coordinated events.

Meetings should be held at different times and venues, depending on what seems appropriate for the topic.

**Committee for the Concerns of Women
Women of Color Subcommittee**

Date: April 23, 2013

Members: Myrna Garcia-Bowen, Jacqueline Cobbina-Boivin, Kathy Hermes, Heidi Huguley, Rosa Rodriguez

Women of Color Demographics

Almost 100 women of color are employed; 23% of FT employees at CCSU. Forty-seven percent of full-time employees are female.

Initiative and Activities for 2013-14

Topics for monthly activities:

1. Dept. Chairs: How to Hire a Diverse Workforce
2. Financial Planning
3. Navigating Your Career at a White Institution
 - o Misconceptions of Assertiveness vs. Aggression
 - o Navigating and Building Allies When You are the "Only"
4. Using the Resources at CCSU to Prepare Your Children's Futures
5. Respecting Yourself and Earning Respect

These sessions should cost between \$75-\$300 if we bring outside speakers. The purpose is information giving, not information sharing, at this point in time.

Webinars via the Women's Center and the Women of Color Luncheon will be separately coordinated events.

The need for a campus climate study for women of color is being explored for the upcoming year.

Meetings

Meetings should be held at different times and venues, depending on what seems appropriate for the topic.

We will reconvene on May 7 unless that is not a good time.

Kathy Hermes

Members: Myrna Garcia-Bowen, Jacqueline Cobbina-Boivin, Kathy Hermes, Heidi Huguley, Rosa Rodríguez

Women of Color Demographics

Almost 100 women of color are employed; 23% of FT employees at CCSU. Forty-seven percent of full-time employees are female.

Initiative and Activities planned for 2013-14

Topics for monthly activities:

1. Dept. Chairs: How to Hire a Diverse Workforce
2. Financial Planning
3. Navigating Your Career at a White Institution
 - o Misconceptions of Assertiveness vs. Aggression
 - o Navigating and Building Allies When You are the "Only"
4. Using the Resources at CCSU to Prepare Your Children's Futures
5. Respecting Yourself and Earning Respect

These sessions should cost between \$75-\$300 if we bring outside speakers. The purpose is information giving, not information sharing, at this point in time.

Webinars via the Women's Center and the Women of Color Luncheon will be separately coordinated events.

The need for a campus climate study for women of color is being explored for the upcoming year.

CCW—Women of Color Subcommittee Meeting
Monday, May 20, 2013
Davidson Hall, Room 104

<input type="checkbox"/> Kathy Hermes	<input type="checkbox"/> Jacqueline Cobbina-Boivin
<input type="checkbox"/> Myrna Garcia-Bowen	<input type="checkbox"/> Heidi Huguley
<input type="checkbox"/> Bobbie Koplowitz	<input type="checkbox"/> Rosa Rodriguez

Agenda

- I. Review/Approval of Minutes
- II. Monthly Professional Development Activities
- III. Welcome Women of Color Reception
- IV. Other Business

CCW—Women of Color Subcommittee Meeting
Tuesday, April 23, 2013, at 11:00
Davidson Hall, Room 104

____ Kathy Hermes	____ Jacqueline Cobbina-Boivin
____ Myrna Garcia-Bowen	____ Heidi Huguley
____ Bobbie Koplowitz	____ Rosa Rodriguez

Agenda

- I. Introductions
- II. Women of Color Demographics
- III. Initiatives and Activities
 - A. End of year social
 - B. Beginning of year luncheon with speaker
 - C. Monthly Activities—Topics, lead person, funding
- IV. Meetings

Central Connecticut State University
LGBT Advisory Board to the Center and to the President
Mission & Bylaws

Mission:

The **CCSU LGBT Advisory Board** provides input, advice, and vision regarding the short and long-term strategic plans of the LGBT Center and campus life as it pertains to the LGBT student population. The LGBT Advisory Board advocates for the interests of the University's LGBT student population by promoting their inclusion and access to campus life and to encourage a safe, supportive, and equitable learning environment. The LGBT Advisory Board will support and/or assist the LGBT Center with identifying and achieving institutional goals for this student population and will make recommendations to the LGBT Center Administrator and the Vice President of Student Affairs (VPSA) regarding issues, policies, and university culture that affect the quality of campus life for the LGBT student community. The LGBT Board advises and supports the Center Administrator on ways to provide CCSU with new initiatives, resources, educational opportunities, and enhanced student support services as the Center works toward achieving its distinct mission to the campus LGBT community.

The LGBT Advisory Board advocates for the interests of the university's LGBT faculty/staff by promoting their inclusion and access to campus life and encouraging a safe, supportive, and equitable learning and working environment. The LGBT Advisory Board supports the LGBT community at large by advising the campus administration about institutional policies, goals, resources, initiatives, and university culture and climate.

Membership:

All student members will be approved and appointed by the Vice President of Student Affairs. All staff/faculty members will be approved and appointed by the CCSU President.

A total membership of up to 20 people will sit on the board with staggered terms. Students will serve a one-year term; faculty/staff members will serve a two-year term with re-nomination and appointment pending thereafter. The board composition may include up to five CCSU student representatives (the president of PRIDE is an ex-officio voting member of the board) and up to 15 Administrative/Faculty/Staff representatives. The LGBT Center University Assistant (UA), a representative of the Counseling and Wellness Center, a representative of the Office of Diversity and Equity, a representative from the Women's Center, and a representative of the Department of Student Activities/Leadership Development (SALD) are ex-officio voting members of the LGBT Advisory Board.

Members can be nominated by a group, an individual, or self-nominate. The nomination process may be done via web or in person. If necessary, nominees will be asked to submit a one-page summary of their interests in LGBT issues at CCSU and their interest in serving on the board.

The Advisory Board will elect 1 non-student and 1 student from the board to act as the co-chairs.

Rights/Responsibilities:

- All members will have equal voting rights.
- Members will attend all scheduled meetings and be actively involved in the board's work – and give notice if unable to attend a meeting. If any member is consistently not in attendance, that member may be asked to step down from their appointment.
- The existing LGBT Board members will select the strongest student applicants for recommendation to the Vice President of Student Affairs.
- The co-chairs of the committee will email the CCSU community asking for nominees for the CCSU LGBT Advisory Board. These names will be forwarded to the University President for confirmation.
- The Board has the responsibility to fulfill its mission.

Reporting Structure: The LGBT Board will report to the Vice President of Student Affairs every month (the SALD representative will share monthly minutes), and the LGBT Advisory Board will submit an annual report to the CCSU President.

Meetings: Meetings are held every month.

LGBT Advisory Committee

November 18, 2013

Minutes of Meeting

Present: Ellen Retelle, Crystal Nieves, Lila Coddington, Jr., Joanne DiPlacido, Jacqueline Cobbina-Boivin, Gladys Moreno-Fuentes, Nicholas D'Agostino, Nick Cochrane, Heidi Goden, Scott Hazan, Lorraine Libby, Jeff Thomas, Sandy Chrzanowski

Regrets: Betsy Kaminski, Alberto Cifuentes

1. Approval of Minutes for October meeting-minutes approved
2. Nick D'Agostino was elected as co-chair of the LGBT Advisory; a student will be elected as co-chair at the next meeting.
3. Lindsay Day voted to be a student representative to committee.
4. Mission and Bylaws have been finalized; Nick will send them to Dr. Laura Tordenti.
5. Updates on Safe and Welcoming University for Students who are Transgender (Nick & Crystal) - The university is making progress in this area. There was a meeting with folks from student affairs, diversity, registrar and IT to start working on the Banner Patch (regarding preferred name). There is also progress being made to convert more single use restrooms to gender neutral restrooms. Additional, meetings will follow to move the university forward. Nick will work with Crystal on developing a university guide for meeting the needs of transgender and gender non-conforming students.
6. LGBT Center Coordinator Report (Crystal) See attached update.
 - a. Subcommittee was formed to develop an application process for the Lavender Graduation's Award for Advocacy, Activism, & contribution to LGBT Life. The following Board members volunteered to participate: Crystal Nieves, Scott Hazan, Jeff Thomas and Heidi Godin.
7. Update on Summit @ CCSU all forms are being submitted to CCSU (Alberto)
8. Other Business??
 - a. Email Mark McLaughlin and ask if he can announce the website for faculty working with trans students.
 - b. Send advisory committee list to Dr. Tordenti; she will submit to President Miller

LGBT Advisory Committee Minutes
February 10, 2014
Blue/White Room, Student Center
12:15-1:30pm

Attendees: Alberto Cifuentes, Jr., Lila Coddington, Joanne DiPlacido, Crystal Nieves, Nicholas D'Agostino, Nick Cochrane, Heidi Goden, Scott Hazan, Jaclyn ? (Pres. of Pride)

Regrets: Jacqueline Cobbina-Boivin, Betsy Kaminski, Lorraine Libby, Gladys Moreno Fuentes, Jeff Thomas

Next meeting: March 24, 12:15-1:30pm

1. **Approval of Minutes:** (November?) (December – Tabled until next month)
2. **Note taker:** Alberto volunteered
3. **Review of student applicant for committee membership:**
 - Former Student Committee Members Sandy Chrzanowski and Chris Cochrane have both graduated.
 - Five student positions still available.
 - Brayden Malley nominated: Joanne DiPlacido (1st), Lila Coddington (2nd). Vote was unanimous.
 - TASK: Crystal Nieves will notify Brayden Malley.
4. **Updates on Safe and Welcoming University for Students who are Transgender:**
 - Banner Patch:
 - When Nick and Dr. Tordenti met in Nov/Dec 2013, they decided not to pursue changes in Banner yet.
 - Dr. Tordenti asked for updates from Registrar and Dr. Estrada to identify the roadblocks on the technical side.
 - This patch will be done parallel with Blackboard.
 - TASK: Nick to coordinate follow-up meeting with Dr. Tordenti regarding restroom procedure and/or policy, especially the technical aspects.
 - Trans* Resource:
 - Model Trans* Policy put together by the University of Arizona for restroom access (handout given).
 - Scott recommended having a conversation with Richard Bachoo.
 - We would have to add CT law/policy to language we use in our policy.

- TASK: Nick will set up a meeting with Rosa Rodriguez, Dr. Tordenti, and Dr. Bachoo to set up policy on restroom access.

5. Crystal Nieves (LGBT Center Coordinator) Report (handout given):

- Faculty/Staff- Based Online Training: TASK: Crystal will send links for modules to committee to test. Modules need to be completed in two weeks before the demo expires.
- We will get student perspectives on the modules to see if the training fits their needs.
- We would customize the program to fit our needs.
- TASK: Committee members will play around with training program and send Crystal their feedback.
- Center for Advising and Career Exploration (CASE):
 - Crystal trying to help build cultural competency of CASE to help LGBT students with career preparation. She's thinking of bringing Out for Work (www.outforwork.org) to help LGBT students train for professional careers.
 - Out for Work would do the training for students on campus and CASE students. It would cost \$500 plus traveling fees.
 - The LGBT Center can probably pitch in \$200-\$300. Should student pay rest, or should center find other ways to supplement the cost?
 - If CASE decides to use Out for Work, they would be certified, which comes with benefits, including access to Out for Work's resources. Student interest needs to be measured.
- Safe Zone Training Sessions: Dates mentioned and advertised around campus.
- QPOC: Will be meeting Thursday, Feb. 20th. Dates on LGBT Center website.
- Tony Ferraiolo- Still trying to work on getting him to speak on campus but we are short financially.
- Lavender Graduation: Invitations already sent.

6. PRIDE Updates (Jaclyn):

- True Colors Conference: Falls during spring break. Volunteer/training meeting that PRIDE tried setting up unfortunately did not work out (anyone who volunteers for the conference can go for free). TASK: Jaclyn will e-mail Robin directly about this issue. Nick mentioned that CCSU students will not have to pay the adult rate but the youth rate instead.
- Group Meeting: Thursday, Feb. 27, other colleges and GSAs meeting in Breakers.
- Kristen Becker: PRIDE hosting and doing advertising for comedienne and alumna in Student Center.

7. Update on Summit @ CCSU (Alberto):

- Please refer to most recent e-mail from Alberto, including updated flyer and Q & A.
- Suggested Alberto contact Dr. Joanne Page from EOP, Jacob Werblow from the Education Dept., and Carlos Soler from Admissions.
- A Committee member will serve as a speaker during the opening session of the summit (5 minutes). TASK: Committee needs to select speaker(s).
- Hopefully, a university administrator or Pres. Miller will be able to welcome attendees during the opening session. TASK: Alberto will send invitation to Pres. Miller. (*Sent Mar. 11 and awaiting response*).
- Crystal said that LGBT Center students as well as PRIDE members would be available to volunteer.
- Nick suggested that Alberto contact Robin McHaelen, director of True Colors, to put a summit flyer in every welcome bag at True Colors Conference Mar. 21 and 22. TASK: Alberto will contact Robin and ask if possible. (*Completed and will do on Thursday!*)
- TASK: Alberto will send out list of what he needs from committee in terms of summit operations (*included in most recent e-mail Alberto sent.*).
- Alberto asked to please spread the word, advertise it to your classes, and encourage colleagues and friends both within and without CCSU.
- Alberto reminded committee that anyone attending or volunteering should register online: connecticut.glsen.org/SummitFY14. Walk-ins accepted but RSVPs preferred.

8. Recap and planning of objectives for spring 2014 and beyond:

- Transgender inclusive campus
 - Banner patch
- Online gender training

9. Other Business??

- Alberto gave flyers for **William J. Mann lecture** in library Tuesday, Mar. 4, 4:30pm, on the 2nd floor of the Burritt Library and encouraged members to come. He co-curated an LGBT exhibit on the first and second floors with Digital Resources Specialist Sarah Lawson. It will be up until end of March 2014.

Submitted Respectfully,
Alberto Cifuentes, Jr.

LGBT Advisory Committee Minutes
March 24, 2014
Blue/White Room, Student Center
12:15-1:30pm

Attendees: Alberto Cifuentes, Jr., Nicholas D'Agostino, Nick Cochran, Gladys Moreno Fuentes, Heidi Godin, Scott Hazan, Lorraine Libby, Jaclyn Martin, Crystal Nieves, Jeff Thomas

Regrets: Jacqueline Cobbina-Boivin, Betsy Kaminski, Lila Coddington, Joanne DiPlacido, Nick Cochran.

1. **Approval of Minutes:** DEC 9 Minutes & FEB 10 Minutes
2. **Note taker:** Thomas volunteered
3. **Review of student applicant for committee membership:**
 - Sandy Chrzanowski and Chris Cochran have both graduated and have resigned from the board.
 - Linh Duong was nominated. Her nomination was approved.
4. **Preferred Name Option Update:**
 - Nieves noted a few complications from HR regarding DHS I-9 Forms. Nieves is currently investigating what other schools have done to resolve this issue.
 - Nieves will meet APRIL 7 with the Preferred Name Task Force and the University Counsel to finalize program and address any unresolved issues.
 - The goal is for the Preferred Name Program to be implemented during the fall registration period.
5. **Crystal Nieves (LGBT Center Coordinator) Report (handout given):**
 - Lavender Graduation Update:
 - New date is Monday May 12th at 4:30 pm in Founders Hall—reception will be in the Courtyard or DV123
 - Keynote Speaker—Daniel Trust
 - Registration is now open at www.ccsu.edu/lgbt and the deadline is APR 18th (for graduates).
 - Awards committee needs to meet to discuss awards.
 - CCSU Inclusive Restroom Access Policy:
 - Nieves met with Dr. Tordenti regarding the Restroom Access Policy—the model from the UNIV. of Arizona was proposed. There was administrative support for this policy along with a Memorandum of Understanding.

- Upcoming Events:
 - LGBT Center/PRIDE/CASE are working together to develop a program to better serve the LGBT community. The goal is to have a co-sponsored *OUT for Work Workshop* for our LGBT students. CASES also agreed to become an *OUT for Work Certified Career Services Center*.
 - PRIDE's Spring Drag Show: Will be held in Devil's Den Thursday APR 3
 - Day of Silence Campaign: Day of silence will be held Thursday, APRIL 17th. The LGBT Center will organize the event with PRIDE assisting in promoting, executing, and working with SGA.
 - Completed Events: Queer Comedy Night was held MAR 11th in the Devils Den. True Colors Conference was held MAR 21st and 22nd at UConn. There was a LGBT Center/CCSU Admissions table at True Colors.

6. **PRIDE Updates (Jaclyn):**

- True Colors Conference: Twenty-two students went to True Colors
- Drag Ball: Will be held APR 3 in Devils Den—the proceeds from this event will go to GLESN. Two professionals will perform along with CCSU students.
- Day of Silence: Will support the LGBT Center with the Day of Silence, to be held APR 17th. There will be an "Action Kit" given out to the CCSU community between APR 11th and APR 16th.

7. **Update on Summit @ CCSU (Alberto):**

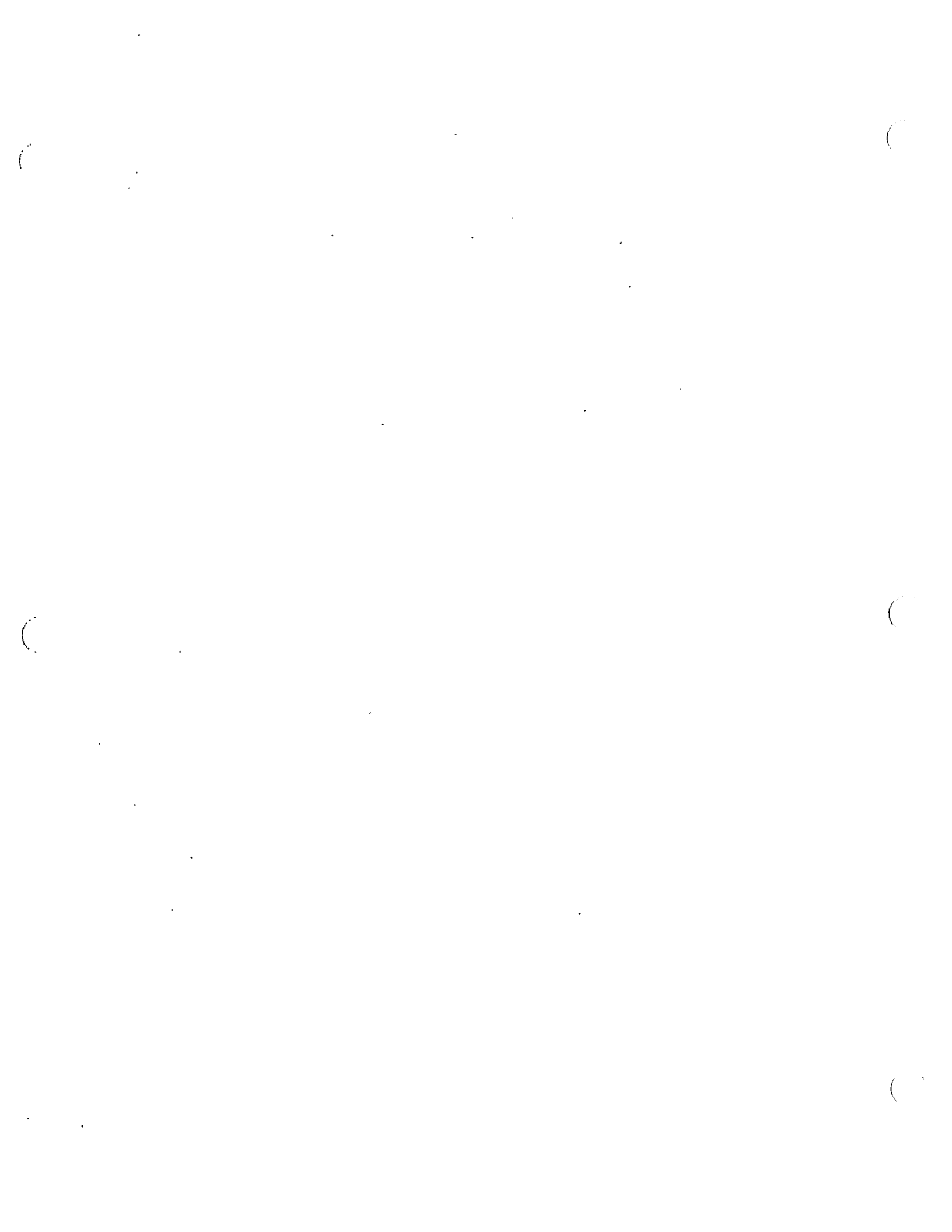
- Cifuentes reviewed the preliminary event scheduled for the Third Annual Safe Schools Summit (see separate handout) to be held Saturday, APRIL 12 from 9am to 3pm. The summit will be held in VANCE and in the NW Dining Room Hall of Memorial Hall.
- Cifuentes asked all of us to spread the word about the Summit. Also, Cifuentes inquired about having the President (CCSU) or similar administrator to provide a brief introduction to the summit.

8. **Other Business:**

- D'Agostino mentioned that he is trying to recruit Tony Ferraiolo to come in during the fall semester as a featured speaker—Cost is \$2500
- Next Meeting will be held Monday, April 21st 2014.

Submitted Respectfully,

Jeff D. Thomas

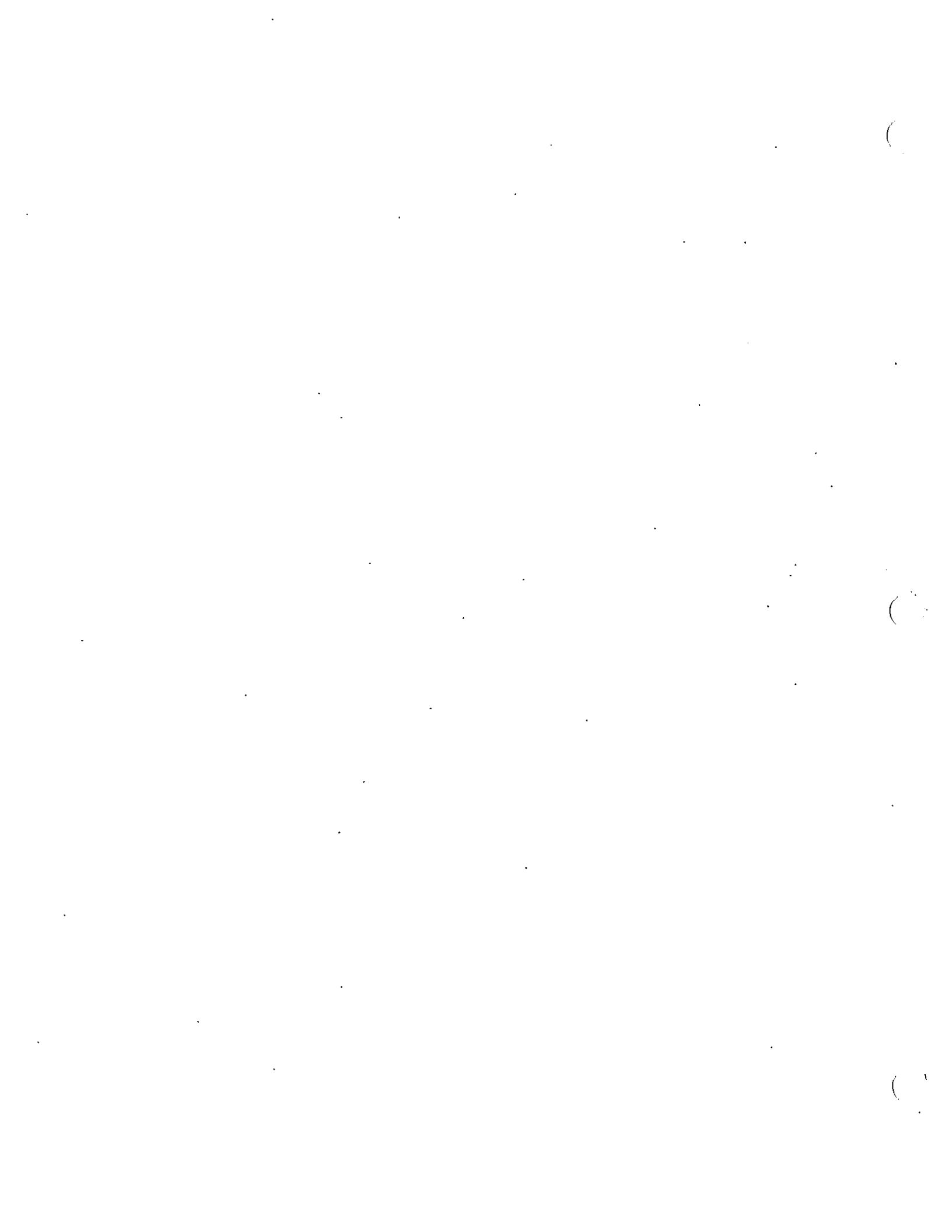


Student with Disabilities Advisory Committee
March 18, 2013
Davidson Hall 104

The President's Advisory Committee for Students with Disabilities is directed to provide advice to the administration on disability issues; support and advise members of the University community through information and recommendations; develop and maintain a network or system that upholds academic integrity and/or student learning standards while providing equal access and addressing the needs of disabled students.

___ Ryan Baumann	___ Karen Engwall	___ John Foshay
___ Antonio Garcia-Lozada	___ Andrew Halpern	___ Liz Hicks
___ Rosa Rodriguez	___ Natalie Stimpson-Byers	

- I. Introductions
- II. Review of Minutes
- III. Disability Awareness Month 2012 and 2013
- IV. Student Accommodations Report
- V. New Business
- VI. Future Meeting—



ORGANIZATIONAL ANALYSIS

Section 46a-68-37

This section of the Central Connecticut State University's Plan identifies the University's workforce organization.

Job Title Study

Each position classification authorized by the Department of Administrative Services or established by statute is arranged into lines of progression that depict the order of jobs through which an employee may advance. Titles without promotional opportunity are listed separately. Unclassified and non-competitive titles are identified.

Occupational Category Study

Each position classification listed in the job title study is placed in an occupational category with other position classifications having similar job content, compensation schedules, and opportunity. Titles within an occupational category are ranked from the highest to the lowest compensation schedule, with the salary range for each classification noted.

The University reviewed the **Job Title Study** and the **Occupational Category Study** during this reporting period. As a result, the University has made several updates to the **Job Title Study** and the **Occupational Category Study**.

In the **Job Title Study**, the following *new positions were added* to their respective line of progression:

Coordinator of Community Engagement
Graduate Studies Degree Auditor
Learning Center Academic Support Specialist
Academic Advising Specialist
Advising and Student Support Specialist
Assistant Dean for School/Community Partnerships and Assessment
Coordinator of School/Community Partnerships
Operations and Data Support Specialist
Desktop Support Technician
Desktop Support Assistant
Media Technician
Director of Student Wellness Services
University Health Psychiatric Nurse Practitioner
Coordinator of Wellness Education
Veteran Retention Assistant

The following titles were changed without a change in rank:

From:	To:
Director of Public Safety	Chief of Police
Associate Director of Counseling & Wellness	Associate Director of Student Wellness Services for Counseling
Associate Director – Health Services	Associate Director of Student Wellness Services for Medical
Instructional Media Coordinator	Instructional Coordinator
Assistant Director, Community Relations	Assistant Director, Marketing & Communication

The following titles and/or ranks were changed:

From:	To:
Director, University Learning Center (Admin 5)	Director, University Learning Center (Admin 4)
Internet Services Manager (Admin 4)	Manager of University Internet Services (Admin 5)
Associate Director – Health Services	Associate Director of Student Wellness Services for Medical
Instructional Media Coordinator	Instructional Coordinator
International Student & Scholar Services Coordinator (Admin 3)	Associate Director, International Student and Scholar Services (Admin 4)
Business Development Coordinator (Admin 2)	Business Development Coordinator (Admin 3)

The University will continue to evaluate the **Job Title Study** in an effort to determine which job titles, with or without lines of progression, will be utilized in the future. All resulting changes in the **Job Title Study** will be reported in the next filing of the plan.

**ORGANIZATIONAL ANALYSIS
2013 - 2014**

JOB TITLE STUDY
Section 46a-68-37

UNCLASSIFIED POSITIONS

Office of Academic Affairs

Provost and Vice President for Academic Affairs
Associate Vice President for Academic Affairs

Academic Schools

Arts and Sciences

Dean, School of Arts & Sciences
Associate Dean, School of Arts & Sciences
Assistant Dean, School of Arts & Sciences

School of Business

Dean, School of Business
Associate Dean, School of Business
Assistant Dean, School of Business

School of Education and Professional Studies

Dean, School of Education and Professional Studies
Associate Dean, School of Education and Professional Studies
Assistant Dean, School of Education and Professional Studies
Assistant Dean for School/Community Partnerships and Assessment
Coordinator of School/Community Partnerships

School of Engineering & Technology

Dean, School of Engineering & Technology
Associate Dean, School of Engineering & Technology

Graduate Studies

Associate Vice President Academic Affairs & Dean of Graduate Studies
Assistant Dean, Graduate Studies
Associate Director, Graduate Studies

Bursar

Bursar
Associate Bursar
Assistant Bursar
Assistant Director
Assistant to the Bursar

Business Services

Director of Business Services
Associate Director, Business Services
Contract Compliance Specialist

Campus One Card

Director of Auxiliary Services for IT
Campus One Card System Specialist

Center for Advising & Career Exploration (CACE)

Director of the Center for Advising & Career Exploration
Associate Director of the Center for Advising & Career Exploration
Center for Advising & Career Exploration Specialist
Advising Assistant

Center for International Education (CIE)

Director of Center for International Education
Associate Director of Center for International Education
Associate Director of CIE & Coordinator of IELP
Associate Director of Int'l Student & Scholar Services
International Education Coordinator

Center for Public Policy and Social Research (CPPSR)

Executive Director of the Center for Public Policy & Social Research
Associate Director, Center for Social Research
Assistant Director, Center for Social Research
Assistant Director, Local, Regional & State Affairs
Policy & Research Specialist

Confucius Institute

Director, U.S.-China Center
Program Administrator

Continuing Education (Office of)

Director of Continuing Education
Associate Director Continuing Education

Environmental Health and Safety

Director, Environmental Health & Safety
Environmental Health & Safety Coordinator

Facilities Management

Assistant Chief Administrative Officer/Director of Facilities Management Coordinator, Capital
Projects/Facilities Planning
Facilities Operations Manager
Operations Coordinator
Coordinator, Capital Projects and Facilities Planning
Coordinator, University Construction Facilities Management
Facilities Contract Administrator
Assistant Director, Facility Support Services
Assistant Director, Facilities Management
Budget and Accounting Assistant
Property Inventory Control Coordinator
Property Control Assistant
Materials Storage Supervisor 1

Faculty

Professor
Associate Professor
Assistant Professor
Instructor

Financial Aid

Director of Financial Aid
Associate Director of Financial Aid
Assistant Director of Financial Aid
Financial Aid Counselor

Fiscal Affairs

Chief Financial Officer
Controller
Director of Accounting
Associate Director of Accounting
Assistant Director of Accounting
Grants Administration Manager
Budget Assistant
Budget & Accounting Assistant

Grants and Funded Research Office

Director of the Office of Grants and Funded Research
Assistant Director of the Office of Grants and Funded Research

Human Resources

Chief Human Resources Officer
Human Resources Administrator
Associate in Human Resources
Assistant in Human Resources
Assistant in Human Resources I
Administrative Operations Assistant

IMRP

Director of the Institute for Municipal and Regional Policy (IMRP)
Associate Director, Center for Social Research
Program Administrator
Research Specialist
IMRP Program Assistant

Information Technology

Chief Information Officer
Director of Client Support Services
Director of Technical Services
Director Administrative Technical Services
Instructional Technology Manager
Computer Facilities Manager (School of Technology)
Enterprise Resource Planning Manager
Project Manager

System Manager
Manager Support Services
Manager of University Internet Services
Data Network Manager
Assistant Manager of Internet Services
Customer Support Center Supervisor
Database Administrator
Data Network Specialist
Instructional Design & Technology Resource Center Supervisor
Network Security Specialist
Media Technology Manager
Operations Coordinator
Programmer Specialist
Server Administrator
Technical Support Specialist
Instructional Technology Systems Administrator
Voice Systems Specialist
Desktop Support Technician
Software Support/Training Specialist
Digital Media Production Coordinator
Customer Support Center Lead
Instructional Media Coordinator
Operations and Data Support Specialist
Desktop Support Assistant
Customer Support Center Assistant
Media Technician
Property Control Assistant
Support Assistant (Server or Systems)
Server Support Specialist
Computer Support Assistant
Video Engineering Specialist

Institute of Technology & Business Development (ITBD)

Executive Assistant to the President for Community Business Programs
Business Development Manager
Business and Facility Manager
Business Development Specialist
Conference Center Manager
Conference Center Assistant Manager/Information Technology Specialist
Business Development Assistant/Youth Programs
Business Development Coordinator
Professional Development Specialist
Project Coordinator
Disadvantaged Business Enterprise (DBE) Administrator

Institutional Advancement

Vice President for Institutional Advancement
Associate to the Vice President for Institutional Advancement
Director of Institutional Advancement
Director, Advancement Services
Associate Director, Alumni Affairs
Major Gifts Associate

Advancement Services Specialist

Institutional Research

Director of Institutional Research and Assessment
Institutional Research Specialist
Planner/Analyst

Intercollegiate Athletics

Administrative

Director, Intercollegiate Athletics
Senior Associate Athletics Director
Associate Director, Athletics for Compliance
Associate Director of Athletics/External Services
Assistant Director for Administration and Student Services
Assistant Director of Athletics for Communication & Media Services
Assistant Compliance Coordinator
Accounting and Budget Specialist
Equipment Manager
Athletic Trainer II
Athletics Communications Trainee

Coaching

Coach IV
Coach III
Coach II
Coach I
Coach A

Learning Center

Director, Learning Center
Learning Center Academic Support Specialist

Library Services

Director of Library Services
Associate Director of Library Services
Librarian
Associate Librarian
Assistant Librarian

Marketing and Communications

Associate Vice President for Marketing and Communications
Media Relations Officer
Manager of University Internet Services
Associate Director Marketing and Communications
Assistant Director Marketing and Communications
Graphic Design Coordinator

Pre-Collegiate & Access Services

Director of Pre-Collegiate and Access Services
Associate Director of Pre-Collegiate and Access Services

ConnCAP Site Coordinator

Recruitment and Admissions

Director of Recruitment and Admissions
Associate Director of Recruitment and Admissions
Assistant Director of Recruitment and Admissions

Registrar

Registrar
Associate Registrar
Associate Registrar for Scheduling and CAPP
Assistant Director, Registrar
Assistant Registrar
Degree Auditor

Residence Life

Director of Residence Life
Associate Director of Residence Life
Assistant Director of Residence Life
Assistant to Director/Area Coordinator
Assistant to Director/Residence Hall Director

Student Activities/Leadership Development

Director of Student Activities/Leadership Development
Associate Director, Student Activities/Leadership Development
Assistant Director, Student Activities/Leadership Development
Assistant Director/Coordinator for Central Access & Student Development
Program Assistant

Student Affairs

Vice President for Student Affairs
Assistant Dean II of Student Affairs

Student Center

Director of Student Center Operation & Services
Associate Director of the Student Center
Assistant Director of the Student Center

Student Conduct (Office of)

University Judicial Director
Assistant Director, Office of Student Conduct

Student Wellness Services: Health and Medical

Student Wellness Services: Health

Associate Director, Health Services
University Health Psychiatric Nurse Practitioner
Advanced Practice Registered Nurse (APRN)
College Health Nurse

Wellness Education

Coordinator of Substance Abuse Program
Coordinator of Wellness Education

Counseling

Associate Director of Counseling and Wellness
Counselor
Associate Counselor
Assistant Counselor
Wellness Program Administrator

TRIO Student Support Services

Trio Project Coordinator
Trio Project Assistant

Veterans Affairs (Office of)

Veterans Affairs Coordinator
Veteran Retention Assistant

Unclassified Positions without Lines of Progression

Access and Security Coordinator (Facilities)
Academic Advising Specialist
Administrative Assistant to President
Administrative Coordinator
Administrative Support Coordinator
Advising and Student Support Specialist
Assistant Director/Coordinator, CASD Grant Program
Associate Director, Graduate Office
Associate in Diversity and Equity
Budget & Accounting Assistant
Campus Architect
Capital Budget Administrator
Coordinator of Community Engagement
Coordinator, Student Disability Services
Coordinator of Women's Center
Chief Administrative Officer
Special Assistant to the President
Director of Academic Articulations and Partnerships
Director, Academic Center for Student Athletes
Director of Engineering
Director, Office of Student Teaching and Field Experiences
Director of Operational Logistics and Events Management (Admin. Affairs)
Director of Student Wellness Services and University Physician
Executive Assistant to the President/Chief Diversity Officer
Graduate Studies Degree Auditor
President
Project Assistant (School of Education)
Project Assistant (Academic Affairs, Travelers' EDGE)
Project Coordinator (Academic Affairs, Travelers' EDGE)
Recreation Specialist
Science Technical Specialist
Team Advisor (Academic Center for Student Athletes)

University Research Technician 1

CLASSIFIED POSITIONS

Accounting

Associate Accountant
Assistant Accountant
Accounting Trainee

Clerical

CSU Administrative Assistant (1)
Unit Supervisor
Administrative Assistant
Secretary 2
Secretary 1
Processing Technician
Office Assistant
Clerk Typist

Fiscal

Fiscal Administrative Assistant
Financial Clerk

Library

Library Technician
Library Technical Assistant

Mail Services

Mail Services Supervisor 1
Lead Mail Handler
Mail Handler (2)

Payroll

Payroll Officer 2
Payroll Clerk
Assistant in Payroll/Accounts Payable (1)

Protective Services

Chief of Police (1)
Police Lieutenant
Fire Lieutenant
Police Sergeant
Police Detective
Police Officer
Protective Services Trainee

Purchasing

Purchasing Manager (1)
Procurement Specialist (1)
Purchasing Assistant

Secretarial

CSU Administrative Assistant (1)
Administrative Assistant
Secretary 2
Secretary 1
Office Assistant
Clerk Typist

Service/Maintenance

Storekeeper (2)
Storekeeper Assistant (2)

General Trades Worker (2)
Skilled Maintainer (2)
Maintainer (2)

Supervising Custodian (2)
Lead Custodian (2)
Custodian (2)

Lead University Research Technician
University Research Technician 2

Duplicating Services Supervisor 1
Duplicating Technician 2

Skilled Craft

Lead Power Plant Operator Energy Center
Power Plant Operator Energy Center Engineer (2)

Maintenance Supervisor 1 (Electrical, General, Locksmith, Plmn & Stmfr)
Qualified Craft Worker (Carpenter, Painter, Locksmith, Plumbing, Electrical, Mason, Mechanics, HVAC,
Plmn & Stmfr) (2)

Classified Positions without Lines of Progression

Building Maintenance Supervisor
Plant Facilities Engineer 2
Planetarium Technician
Building Superintendent 1
Telecommunications Dispatcher (2)

- (1) Unclassified
- (2) Non-competitive

**OCCUPATIONAL CATEGORY STUDY
2013-2014**

EEO Category	Job Title	Pay Plan	Minimum Salary	Maximum Salary
Category 1: Executive, Administrative & Managerial				
1	President		\$299,460	
1	Provost & Vice President of Academic Affairs	MC049	\$165,443	\$233,452
1	Dean, School of Business	MC045*	\$151,046	\$213,066
1	Vice President for Student Affairs	MC047	\$149,261	\$210,992
1	Vice President for Institutional Advancement	MC046	\$142,063	\$200,340
1	Chief Administrative Officer	MC045	\$134,750	\$189,918
1	Chief Financial Officer	MC045	\$134,750	\$189,918
1	Dean, School of Education and Professional Studies	MC045	\$134,750	\$189,918
1	Dean, School of Arts & Sciences	MC045	\$134,750	\$189,918
1	Dean, School of Engineering & Technology	MC045	\$134,750	\$189,918
1	Associate Vice President and Dean of Graduate School	MC044	\$127,950	\$180,633
1	Associate Vice President for Academic Affairs	MC044	\$127,950	\$180,633
1	Chief Diversity Officer/Executive Assistant to the President	MC044	\$127,950	\$180,633
1	Chief Human Resources Officer	MC044	\$127,950	\$180,633
1	Chief Information Officer	MC044	\$127,950	\$180,633
1	Executive Assistant to the President, ITBD	MC044	\$127,950	\$180,633
1	Associate to the Chief Administrative Officer	MC043	\$121,551	\$171,602
1	Associate Vice President for Marketing & Comm.	MC043	\$121,551	\$171,602
1	Special Assistant to the President	MC043	\$121,551	\$171,602
1	Associate to the VP for Institutional Advancement	MC042	\$101,495	\$137,318
1	Director of Public Safety (1)	MC042	\$101,495	\$137,318
1	Executive Director, CPP&SR	MC042	\$101,495	\$137,318
1	Director, Intercollegiate Athletics	S2008	\$96,477	\$142,843
1	Physician/Director of University Health Services	S2008	\$96,477	\$142,843
1	Director, Institutional Research and Assessment	MC041	\$93,722	\$126,799
1	Assistant Chief Administrative Officer/Director	S2007	\$83,894	\$125,741
1	Associate Dean of Arts & Sciences	S2007	\$83,894	\$125,741
1	Associate Dean, School of Business	S2007	\$83,894	\$125,741
1	Associate Dean, School of Education & Professional Studies	S2007	\$83,894	\$125,741
1	Associate Dean, School of Engineering & Technology	S2007	\$83,894	\$125,741
1	Controller	S2007	\$83,894	\$125,741
1	Director, Academic Articulations & Partnerships	S2007	\$83,894	\$125,741
1	Director, Recruitment & Admissions	S2007	\$83,894	\$125,741
1	Director, Center for International Education	S2007	\$83,894	\$125,741
1	Director, Institutional Advancement	S2007	\$83,894	\$125,741
1	Director, Library Services	S2007	\$83,894	\$125,741
1	Human Resources Administrator	MC039	\$84,363	\$114,139
Category 2: Faculty				
2	Professor (12 Month)	A2004	\$99,252	\$132,678
2	Professor (10 Month)	A1004	\$82,710	\$110,565
2	Associate Professor	A1003	\$69,476	\$93,001
2	Assistant Professor (10 Month)	A1002	\$56,243	\$75,436
2	Instructor (10 Month)	A1001	\$49,626	\$66,654
Category 2: Coaching/Athletic				
2	Coach IV / Athletic Trainer IV (12 Month)	A2004	\$99,252	\$132,678
2	Coach IV / Athletic Trainer IV (10 Month)	A1004	\$82,710	\$110,565
2	Coach III / Athletic Trainer III (12 Month)	A2003	\$83,371	\$111,601
2	Coach III / Athletic Trainer III (10 Month)	A1003	\$69,476	\$93,001
2	Coach II / Athletic Trainer II	A2002	\$67,492	\$90,523
2	Coach I / Athletic Trainer I (12 Month)	A2001	\$59,551	\$79,985
2	Coach I / Athletic Trainer I (10 Month)	A1001	\$49,626	\$66,654
2	Coach A (12 month)	A2005	\$47,641	\$63,989
2	Coach A (10 month)	A1005	\$39,701	\$53,324
Category 3: Professional/Non-faculty				
3	Counselor	A2004	\$99,252	\$132,678
3	Associate Counselor (12 month)	A2003	\$83,371	\$111,601
3	Librarian	A1004	\$82,710	\$110,565
3	Assistant Dean II, Student Affairs	S2006	\$75,289	\$114,731
3	Computer Facilities Manager (School of Technology)	S2006	\$73,096	\$111,389
3	Director, Accounting	S2006	\$73,096	\$111,389
3	Director, Administrative Technical Services	S2006	\$73,096	\$111,389

**OCCUPATIONAL CATEGORY STUDY
2013-2014**

EEO Category	Job Title	Pay Plan	Minimum Salary	Maximum Salary
3	Director, Business Services	S2006	\$73,096	\$111,389
3	Director, Ctr. Advising & Career Exploration	S2006	\$73,096	\$111,389
3	Director, Client Support Services	S2006	\$73,096	\$111,389
3	Director, Counseling and Wellness	S2006	\$73,096	\$111,389
3	Director, Financial Aid	S2006	\$73,096	\$111,389
3	Director, Learning Center	S2006	\$73,096	\$111,389
3	Director, Office of Grants & Funded Research	S2006	\$73,096	\$111,389
3	Director, Operational Logistics and Events Management	S2006	\$73,096	\$111,389
3	Director, Residence Life	S2006	\$73,096	\$111,389
3	Director, Student Activities/Leadership Development	S2006	\$73,096	\$111,389
3	Director, Student Center Operation & Services	S2006	\$73,096	\$111,389
3	Director, Technical Services	S2006	\$73,096	\$111,389
3	Registrar	S2006	\$73,096	\$111,389
3	Senior Associate Athletics Director	S2006	\$73,096	\$111,389
3	Associate Accountant	AR026	\$71,988	\$92,585
3	Payroll Officer 2	AR025	\$68,607	\$88,427
3	Associate Counselor (10 month)	A1003	\$69,476	\$93,001
3	Associate Librarian	A1003	\$69,476	\$93,001
3	Administrative Assistant to President	MC035	\$67,088	\$90,766
3	Associate Director, Accounting	S2005	\$66,684	\$103,720
3	Associate Director, Athletics for Compliance	S2005	\$66,684	\$103,720
3	Associate Director, Athletics for External Services	S2005	\$66,684	\$103,720
3	Associate Director, Ctr for Advising & Career Exploration	S2005	\$66,684	\$103,720
3	Associate Director, International Education	S2005	\$66,684	\$103,720
3	Associate Director, Library Services	S2005	\$66,684	\$103,720
3	Bursar	S2005	\$66,684	\$103,720
3	Campus Architect	S2005	\$66,684	\$103,720
3	Coordinator, Capital Projects & Facilities Planning	S2005	\$66,684	\$103,720
3	Coordinator, Student Disability Services (RC)	S2005	\$66,684	\$103,720
3	Data Network Manager	S2005	\$66,684	\$103,720
3	Director, Academic Center for Student Athletes	S2005	\$66,684	\$103,720
3	Director, Advancement Services	S2005	\$66,684	\$103,720
3	Director, Auxillary Services (IT)	S2005	\$66,684	\$103,720
3	Director, Continuing Education	S2005	\$66,684	\$103,720
3	Director, Engineering	S2005	\$66,684	\$103,720
3	Director, Environmental Health & Safety	S2005	\$66,684	\$103,720
3	Director, Institute for Municipal and Regional Policy (IMRP)	S2005	\$66,684	\$103,720
3	Director, Pre-Collegiate and Access Services	S2005	\$66,684	\$103,720
3	Director, U.S. - China Center	S2005	\$66,684	\$103,720
3	Enterprise Resource Planning Manager	S2005	\$66,684	\$103,720
3	Facilities Operations Manager	S2005	\$66,684	\$103,720
3	Instructional Technology Manager	S2005	\$66,684	\$103,720
3	Manager, Support Services	S2005	\$66,684	\$103,720
3	Manager of University Internet Services	S2005	\$66,684	\$103,720
3	Media Relations Officer	S2005	\$66,684	\$103,720
3	Network Security Manager	S2005	\$66,684	\$103,720
3	Project Manager, IT	S2005	\$66,684	\$103,720
3	System Manager	S2005	\$66,684	\$103,720
3	University Judicial Director	S2005	\$66,684	\$103,720
3	Associate in Diversity and Equity	MC034	\$61,185	\$82,780
3	Associate in Human Resources	MC034	\$61,185	\$82,780
3	Advanced Practice Registered Nurse (APRN)	S2004	\$58,080	\$92,709
3	Assistant Dean, Graduate Studies	S2004	\$58,080	\$92,709
3	Assistant Dean, School of Arts & Sciences	S2004	\$58,080	\$92,709
3	Assistant Dean, School of Business	S2004	\$58,080	\$92,709
3	Assistant Dean, School of Ed. & Professional Studies	S2004	\$58,080	\$92,709
3	Assistant Director, Accounting	S2004	\$58,080	\$92,709
3	Assistant Director, Athletics for Admin and Student Svcs	S2004	\$58,080	\$92,709
3	Assistant Director, Athletics for Comm & Media Svcs	S2004	\$58,080	\$92,709
3	Assistant Director, Facility Support Services	S2004	\$58,080	\$92,709
3	Assistant Manager for Internet Services	S2004	\$58,080	\$92,709
3	Associate Bursar	S2004	\$58,080	\$92,709
3	Associate Director, Business Services	S2004	\$58,080	\$92,709
3	Associate Director, CIE & Coordinator of IELP	S2004	\$58,080	\$92,709
3	Associate Director, CIE/ Intl Student and Scholar Svcs	S2004	\$58,080	\$92,709
3	Associate Director, Center for Social Research	S2004	\$58,080	\$92,709

**OCCUPATIONAL CATEGORY STUDY
2013-2014**

EEO Category	Job Title	Pay Plan	Minimum Salary	Maximum Salary
3	Associate Director, Communication & Marketing	S2004	\$58,080	\$92,709
3	Associate Director, Counseling and Wellness	S2004	\$58,080	\$92,709
3	Associate Director, Alumni Affairs	S2004	\$58,080	\$92,709
3	Associate Director, Cont. Ed. & Community Engagement	S2004	\$58,080	\$92,709
3	Associate Director, Financial Aid	S2004	\$58,080	\$92,709
3	Associate Director, Graduate Office	S2004	\$58,080	\$92,709
3	Associate Director, Health Services	S2004	\$58,080	\$92,709
3	Associate Director, Int'l Student & Scholar Svcs Coord.	S2004	\$58,080	\$92,709
3	Associate Director, Pre-Collegiate and Access Services	S2004	\$58,080	\$92,709
3	Associate Director, Recruitment & Admissions	S2004	\$58,080	\$92,709
3	Associate Director, Residence Life	S2004	\$58,080	\$92,709
3	Associate Director, Student Activities/Leadership Dev.	S2004	\$58,080	\$92,709
3	Associate Director, Student Center	S2004	\$58,080	\$92,709
3	Associate Registrar	S2004	\$58,080	\$92,709
3	Associate Registrar for CAPP	S2004	\$58,080	\$92,709
3	Business & Facility Manager (ITBD)	S2004	\$58,080	\$92,709
3	Capital Budget Administrator	S2004	\$58,080	\$92,709
3	Contract Compliance Specialist	S2004	\$58,080	\$92,709
3	Coordinator, Substance Abuse Program	S2004	\$58,080	\$92,709
3	Coordinator, University Construction Facilities Management	S2004	\$58,080	\$92,709
3	Coordinator, Women's Center	S2004	\$58,080	\$92,709
3	Customer Support Center Supervisor	S2004	\$58,080	\$92,709
3	Data Network Specialist	S2004	\$58,080	\$92,709
3	Database Administrator	S2004	\$58,080	\$92,709
3	Director, Office of Student Teaching and Field Experiences	S2004	\$58,080	\$92,709
3	Director, University Learning Center	S2004	\$58,080	\$92,709
3	Facilities Contract Administrator	S2004	\$58,080	\$92,709
3	Grants Administration Manager	S2004	\$58,080	\$92,709
3	Institutional Research Specialist	S2004	\$58,080	\$92,709
3	Instructional Design & Technology Resource Center Supervisor	S2004	\$58,080	\$92,709
3	Instructional Technology Systems Administrator	S2004	\$58,080	\$92,709
3	Media Technology Manager	S2004	\$58,080	\$92,709
3	Network Security Specialist	S2004	\$58,080	\$92,709
3	Operations Coordinator	S2004	\$58,080	\$92,709
3	Programmer Specialist	S2004	\$58,080	\$92,709
3	Project Coordinator	S2004	\$58,080	\$92,709
3	Purchasing Manager	S2004	\$58,080	\$92,709
3	Server Administrator	S2004	\$58,080	\$92,709
3	Technical Support Specialist	S2004	\$58,080	\$92,709
3	Veterans Affairs Coordinator	S2004	\$58,080	\$92,709
3	Voice Systems Specialist	S2004	\$58,080	\$92,709
3	Assistant Counselor	A3002	\$56,243	\$75,436
3	Assistant Librarian	A1002	\$56,243	\$75,436
3	Assistant in Human Resources	MC033	\$55,859	\$75,573
3	CSU Administrative Assistant	MC033	\$55,859	\$75,573
3	Video Engineering Specialist	ES022	\$53,033	\$73,197
3	Assistant in Human Resources I	MC032	\$51,108	\$69,146
3	Academic Advising Specialist	S2003	\$49,476	\$81,699
3	Academic Support Specialist	S2003	\$49,476	\$81,699
3	Access and Security Coordinator (Facilities)	S2003	\$49,476	\$81,699
3	Accounting and Budget Specialist (athletics)	S2003	\$49,476	\$81,699
3	Advancement Services Specialist	S2003	\$49,476	\$81,699
3	Advising and Career Exploration Specialist	S2003	\$49,476	\$81,699
3	Assistant Bursar	S2003	\$49,476	\$81,699
3	Assistant Compliance Coordinator	S2003	\$49,476	\$81,699
3	Assistant Director, Adminssions	S2003	\$49,476	\$81,699
3	Assistant Director, Bursar	S2003	\$49,476	\$81,699
3	Assistant Director, Center for Social Research	S2003	\$49,476	\$81,699
3	Assistant Director, Facilities Management	S2003	\$49,476	\$81,699
3	Assistant Director, Financial Aid	S2003	\$49,476	\$81,699
3	Assistant Director, Office of Student Conduct	S2003	\$49,476	\$81,699
3	Assistant Director, Local, Regional & State Affairs	S2003	\$49,476	\$81,699
3	Assistant Director, Office of Grants & Funded Research	S2003	\$49,476	\$81,699
3	Assistant Director, Recruitment & Admissions	S2003	\$49,476	\$81,699
3	Assistant Director, Registrar	S2003	\$49,476	\$81,699
3	Assistant Director, Residence Life	S2003	\$49,476	\$81,699

**OCCUPATIONAL CATEGORY STUDY
2013-2014**

EEO Category	Job Title	Pay Plan	Minimum Salary	Maximum Salary
3	Assistant Director, Student Activities/Leadership Dev.	S2003	\$49,476	\$81,699
3	Assistant Director, Student Center	S2003	\$49,476	\$81,699
3	Assistant Director, Marketing and Communications	S2003	\$49,476	\$81,699
3	Assistant Director/Coordinator, CASD Grant Program	S2003	\$49,476	\$81,699
3	Assistant Director/Coord. Central Access & Student Dev.	S2003	\$49,476	\$81,699
3	Assistant Registrar	S2003	\$49,476	\$81,699
3	Assistant to the Bursar	S2003	\$49,476	\$81,699
3	Budget & Accounting Assistant, Athletics	S2003	\$49,476	\$81,699
3	Budget & Accounting Assistant, Budget	S2003	\$49,476	\$81,699
3	Budget & Accounting Assistant, Facilities Mgmt	S2003	\$49,476	\$81,699
3	Budget Assistant	S2003	\$49,476	\$81,699
3	Business Development Coordinator	S2003	\$49,476	\$81,699
3	Business Development Specialist (ITBD & CSBDC)	S2003	\$49,476	\$81,699
3	Campus One Card System Specialist	S2003	\$49,476	\$81,699
3	College Health Nurse	S2003	\$49,476	\$81,699
3	Conference Center Manager	S2003	\$49,476	\$81,699
3	ConnCAP Site Coordinator	S2003	\$49,476	\$81,699
3	Customer Support Center Lead	S2003	\$49,476	\$81,699
3	Desktop Support Technician	S2003	\$49,476	\$81,699
3	Digital Media Production Coordinator	S2003	\$49,476	\$81,699
3	Environmental Health & Safety Coordinator	S2003	\$49,476	\$81,699
3	Graphic Design Coordinator	S2003	\$49,476	\$81,699
3	IT Specialist/Conference Center Assistant Manager	S2003	\$49,476	\$81,699
3	Instructional Media Coordinator	S2003	\$49,476	\$81,699
3	International Education Coordinator	S2003	\$49,476	\$81,699
3	Major Gifts Associate	S2003	\$49,476	\$81,699
3	Planner/Analyst	S2003	\$49,476	\$81,699
3	Policy & Research Specialist	S2003	\$49,476	\$81,699
3	Program Administrator (IMRP)	S2003	\$49,476	\$81,699
3	Project Coordinator	S2003	\$49,476	\$81,699
3	Property Inventory Control Coordinator	S2003	\$49,476	\$81,699
3	Recreation Specialist	S2003	\$49,476	\$81,699
3	Research Specialist, IMRP	S2003	\$49,476	\$81,699
3	Science Technical Specialist	S2003	\$49,476	\$81,699
3	Software Support/Training Specialist	S2003	\$49,476	\$81,699
3	Team Advisor (Academic Center for Student Athletes)	S2003	\$49,476	\$81,699
3	Accounting and Budget Assistant (IMRP)	S2002	\$40,871	\$70,688
3	Administrative Coordinator	S2002	\$40,871	\$70,688
3	Administrative Support Coordinator	S2002	\$40,871	\$70,688
3	Advising Assistant	S2002	\$40,871	\$70,688
3	Assistant to Director/Area Coordinator	S2002	\$40,871	\$70,688
3	Assistant to Director/Residence Hall Director	S2002	\$40,871	\$70,688
3	Assistant in Payroll/Accts Payable	S2002	\$40,871	\$70,688
3	Business Development Assistant	S2002	\$40,871	\$70,688
3	Customer Support Center Assistant	S2002	\$40,871	\$70,688
3	Degree Auditor	S2002	\$40,871	\$70,688
3	Desktop Support Assistant	S2002	\$40,871	\$70,688
3	Disadvantaged Business Enterprise (DBE) Administrator	S2002	\$40,871	\$70,688
3	Equipment Manager	S2002	\$40,871	\$70,688
3	Financial Aid Counselor	S2002	\$40,871	\$70,688
3	Media Technician	S2002	\$40,871	\$70,688
3	Procurement Specialist	S2002	\$40,871	\$70,688
3	Program Administrator (China Center)	S2002	\$40,871	\$70,688
3	Program Assistant, IMRP	S2002	\$40,871	\$70,688
3	Project Assistant	S2002	\$40,871	\$70,688
3	Project Specialist	S2002	\$40,871	\$70,688
3	Property Control Assistant	S2002	\$40,871	\$70,688
3	Support Assistant (Server or Systems)	S2002	\$40,871	\$70,688
3	TRIO Project Assistant	S2002	\$40,871	\$70,688
3	Wellness Program Administrator	S2002	\$40,871	\$70,688
3	Athletic Communication Trainee	S2001	\$32,267	\$59,678
3	Computer Support Assistant	S2001	\$32,267	\$59,678
3	Professional Development Specialist	S2001	\$32,267	\$59,678
Category 4: Clerical/Secretarial				
4	Administrative Assistant	CL019	\$50,838	\$65,788

**OCCUPATIONAL CATEGORY STUDY
2013-2014**

EEO Category	Job Title	Pay Plan	Minimum Salary	Maximum Salary
4	Unit Supervisor	CL018	\$48,487	\$62,931
4	Purchasing Assistant	CL017	\$47,577	\$62,003
4	Administrative Operations Assistant	MC031	\$46,789	\$63,303
4	Processing Technician	CL016	\$44,038	\$57,588
4	Secretary 2	CL016	\$44,038	\$57,588
4	Payroll Clerk	CL016	\$44,038	\$57,588
4	Telecommunications Dispatcher	CL015	\$42,039	\$55,131
4	Secretary 1	CL014	\$40,233	\$52,793
4	Office Assistant	CL013	\$38,552	\$50,582
4	Financial Clerk	CL012	\$36,637	\$46,654
4	Clerk Typist	CL010	\$34,565	\$43,693
Category 5: Technical/Paraprofessional				
5	Lead University Research Technician	TC022	\$56,166	\$73,454
5	Library Technician	AR020	\$55,273	\$70,024
5	Assistant Accountant	AR019	\$52,593	\$66,923
5	Fiscal Administrative Assistant	AR019	\$52,593	\$66,923
5	University Research Technician 2	TC019	\$49,708	\$63,909
5	Planetarium Technician	TC018	\$47,436	\$61,166
5	Library Technical Assistant	AR016	\$45,466	\$58,487
5	University Research Technician 1	TC017	\$45,212	\$58,530
Category 6: Skilled Crafts				
6	Plant Facilities Engineer 2	TC032	\$90,010	\$117,683
6	QCW (Elect)	TC018	\$47,436	\$61,166
6	QCW (HVACR)	TC018	\$47,436	\$61,166
6	QCW (Pln&Stmfr)	TC018	\$47,436	\$61,166
6	QCW (Carp)	TC017	\$45,212	\$58,530
6	QCW (Lock)	TC017	\$45,212	\$58,530
Category 7: Service/Maintenance (excluding Protective Services)				
7	Building Maintenance Supervisor	TC025	\$68,782	\$89,649
7	MaintSupv2 (Plmn&Stmfr)	TC024	\$65,642	\$85,711
7	MaintSupv2 (Genl) (40hrs/wk)	TC022	\$59,910	\$78,350
7	MaintSupv1 (Elect)	TC022	\$59,910	\$78,350
7	MaintSupv1 (Lock)	TC020	\$52,182	\$66,822
7	Lead Power Plnt Oper Enrgy Ctr	TC021	\$58,346	\$74,481
7	Power Plant Operator Enrgy Ctr (40 hrs/wk) (RC)	TC019	\$53,022	\$68,170
7	Power Plant Operator Enrgy Ctr (40 hrs/wk)	TC018	\$50,598	\$65,245
7	Building Superintendent 1	TC018	\$50,598	\$65,245
7	Duplicating Services Supervisor 1	TC016	\$43,135	\$56,013
7	Mail Services Supervisor 1	TC016	\$43,135	\$56,013
7	Material Storage Supervisor 1	TC016	\$43,135	\$56,013
7	General Trades Worker	TC015	\$41,180	\$53,645
7	Duplicating Technician 2	TC014	\$39,358	\$51,400
7	Lead Mail Handler	TC014	\$39,358	\$51,400
7	Skilled Maintainer	TC014	\$39,358	\$51,400
7	Supervising Custodian	TC014	\$39,358	\$51,400
7	Storekeeper	TC012	\$35,739	\$45,480
7	Lead Custodian	TC011	\$34,731	\$43,981
7	Mail Handler	TC011	\$34,731	\$43,981
7	Custodian	TC009	\$32,850	\$41,050
7	Maintainer	TC009	\$32,850	\$41,050
7	Storekeeper Assistant	TC009	\$32,850	\$41,050
Category 7: Service/Maintenance - Protective Services				
7	Police Lieutenant	PS019	\$70,386	\$93,398
7	Fire Lieutenant	PS015	\$58,134	\$77,727
7	Police Sergeant	PS013	\$54,026	\$70,560
7	Detective	PS012	\$51,489	\$67,460
7	Police Officer	PS011	\$48,996	\$64,469
7	Protective Services Trainee	PS005	\$36,811	

WORKFORCE ANALYSIS

Section 46a-68-38

The race and sex composition of the full time workforce is included in the required format. A separate analysis has been calculated for part-time and disabled employees, as well as age groups in five year increments.

The Workforce Analysis inventories the following:

1. Total facility workforce by occupational category.
2. Total facility workforce by position(s) within each occupational category.
3. Facility workforce in each labor market area by position within each occupational category.
4. Facility workforce in each labor market area by position within each occupational category.
5. The age grouping, in five-year groupings, of the university's full-time workforce by occupational category.
6. The number of physically disabled employees.

Note: After consultation with the CHRO reviewer on March 6, 2013, the University has removed all coaching positions out of the faculty titles and created a separate EEO category (coaching) and a separate analysis was conducted in all numerical sections of the plan.

When new faculty hires have not completed their terminal degrees, they are hired at the instructor level until they obtain the degree required; therefore, after consultation with the CHRO reviewer on March 6, 2013 the instructor category has been consolidated into the Assistant Professor category.

In the 2013 AA Plan review this section was found to be in compliance with the AA Regulations. After consultation and receipt of technical assistance on June 6, 2014, regarding section 46a-68-40, utilization analysis, the category of protective services has been modified solely based on EEO category designation and not numerical analysis. The category of protective services has been taken out of the EEO 7 category and separated into its own category.

Form #38A
 FULL-TIME WORKFORCE
 SUMMARY/OCCUPATIONAL CATEGORY

WORKFORCE ANALYSIS

DATE: **February 28, 2014**

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Executive/Management	35	21	14	17	12	3	0	1	2	0	0
		60.0%	40.0%	48.6%	34.3%	8.6%	0.0%	2.9%	5.7%	0.0%	0.0%
Faculty	442	258	184	199	145	16	12	15	11	28	16
		58.4%	41.6%	45.0%	32.8%	3.6%	2.7%	3.4%	2.5%	6.3%	3.6%
Professional/Non-Faculty	226	99	127	77	97	10	12	8	14	4	4
		43.8%	56.2%	34.1%	42.9%	4.4%	5.3%	3.5%	6.2%	1.8%	1.8%
Clerical/Secretarial	95	10	85	3	62	3	10	3	12	1	1
		10.5%	89.5%	3.2%	65.3%	3.2%	10.5%	3.2%	12.6%	1.1%	1.1%
Technical/ParaProfessional	18	7	11	4	7	0	1	3	0	0	3
		38.9%	61.1%	22.2%	38.9%	0.0%	5.6%	16.7%	0.0%	0.0%	16.7%
Skilled Crafts	12	11	1	11	1	0	0	0	0	0	0
		91.7%	8.3%	91.7%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Service/Maintenance	74	61	13	47	9	5	0	9	4	0	0
		82.4%	17.6%	63.5%	12.2%	6.8%	0.0%	12.2%	5.4%	0.0%	0.0%
Protective Services	22	20	2	10	1	4	1	6	0	0	0
		90.9%	9.1%	45.5%	4.5%	18.2%	4.5%	27.3%	0.0%	0.0%	0.0%
TOTALS	924	487	437	368	334	41	36	45	43	33	24
	100.0%	52.7%	47.3%	39.8%	36.1%	4.4%	3.9%	4.9%	4.7%	3.6%	2.6%

Form #38A

FULL-TIME WORKFORCE

SUMMARY: National and Statewide LMA

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Executive/Management	35	21	14	17	12	3	0	1	2	0	0
Faculty	442	258	184	199	145	16	12	15	11	28	16
Professional/Non-Faculty	226	99	127	77	97	10	12	8	14	4	4
Clerical/Secretarial	0	0	0	0	0	0	0	0	0	0	0
Technical/ParaProfessional	0	0	0	0	0	0	0	0	0	0	0
Skilled Crafts	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	0	0	0	0	0	0	0	0	0	0	0
Protective Services	0	0	0	0	0	0	0	0	0	0	0
TOTALS	703	378	325	293	254	29	24	24	27	32	20
	100.0%	53.8%	46.2%	41.7%	36.1%	4.1%	3.4%	3.4%	3.8%	4.6%	2.8%

EEO1- Executive/Administrative
 Position/Occupational Category
 Labor Market Area: National and Statewide

DATE: February 28, 2014

WORKFORCE ANALYSIS

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Executive/Adm.	24	15	9	12	8	2	0	1	1	0	0
Adm VIII	2	2	0	2	0	0	0	0	0	0	0
Adm VII	9	4	5	3	4	1	0	0	1	0	0
GRAND TOTALS	35	21	14	17	12	3	0	1	2	0	0
	100.0%	60.0%	40.0%	48.6%	34.3%	8.6%	0.0%	2.9%	5.7%	0.0%	0.0%

EEO1 - EXECUTIVE/ADMINISTRATIVE
 Position/Occupational Category 1
 Labor Market Area: National and Statewide

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Assoc to VP, Instit. Advancement	1	1	0	1	0	0	0	0	0	0	0
Assoc VP Academic Affairs	2	2	0	1	0	1	0	0	0	0	0
Assoc VP/AA & Dean, Grad Stud	1	0	1	0	1	0	0	0	0	0	0
Assoc VP, Marketing & Comm.	1	1	0	1	0	0	0	0	0	0	0
Chief Administrative Officer	1	1	0	0	0	1	0	0	0	0	0
Chief Diversity Officer	1	0	1	0	0	0	0	0	1	0	0
Chief Financial Officer	1	0	1	0	1	0	0	0	0	0	0
Chief Human Resources Officer	1	1	0	1	0	0	0	0	0	0	0
Chief Information Officer	1	1	0	0	0	0	0	1	0	0	0
Dean, School of A&S	1	0	1	0	1	0	0	0	0	0	0
Dean, School of Business	1	1	0	1	0	0	0	0	0	0	0
Dean, School of Ed & Prof. Studies	1	1	0	1	0	0	0	0	0	0	0
Dean, School of Engineering & Technology	1	1	0	1	0	0	0	0	0	0	0
Director, Institutional Research	1	0	1	0	1	0	0	0	0	0	0
Director, Public Safety	0	0	0	0	0	0	0	0	0	0	0
Assoc VP ITBD	1	1	0	1	0	0	0	0	0	0	0
Executive Director, CPP&SR	1	1	0	1	0	0	0	0	0	0	0
Human Resources Administrator	2	0	2	0	2	0	0	0	0	0	0
President	1	1	0	1	0	0	0	0	0	0	0
Provost & Vice President	1	1	0	1	0	0	0	0	0	0	0
Special Assistant to the President	1	0	1	0	1	0	0	0	0	0	0
Vice President Instit. Advancement	1	1	0	1	0	0	0	0	0	0	0
Vice President Student Affairs	1	0	1	0	1	0	0	0	0	0	0
SUB-TOTALS	24	15	9	12	8	2	0	1	1	0	0
	100.0%	62.5%	37.5%	50.0%	33.3%	8.3%	0.0%	4.2%	4.2%	0.0%	0.0%

EEO1 - EXECUTIVE/ADMINISTRATIVE
 Position/Occupational Category Adm VII & Admin VIII
 Labor Market Area: National and Statewide

DATE: February 28, 2014

WORKFORCE ANALYSIS

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Administrator VII											
Asst. Chief Admin Ofcr/Director	1	1	0	1	0	0	0	0	0	0	0
Associate Dean, Arts & Sciences	1	1	0	1	0	0	0	0	0	0	0
Associate Dean, Business	0	0	0	0	0	0	0	0	0	0	0
Associate Dean, Education	1	0	1	0	1	0	0	0	0	0	0
Associate Dean, Engr. & Tech.	1	0	1	0	1	0	0	0	0	0	0
Controller	1	0	1	0	1	0	0	0	0	0	0
Director, Acad. Artic. & Partnerships	1	0	1	0	0	0	0	0	1	0	0
Director, Recruitment & Admissions	1	1	0	0	0	1	0	0	0	0	0
Director, Center for International Ed.	0	0	0	0	0	0	0	0	0	0	0
Director, Institutional Advancement	1	0	1	0	1	0	0	0	0	0	0
Director, Library Services	1	1	0	1	0	0	0	0	0	0	0
Admin VII Total	9	4	5	3	4	1	0	0	1	0	0
Administrator VIII											
Physician	1	1	0	1	0	0	0	0	0	0	0
Director, Athletics	1	1	0	1	0	0	0	0	0	0	0
Admin VIII Total	2	2	0	2	0	0	0	0	0	0	0
SUB-TOTALS	11	6	5	5	4	1	0	0	1	0	0
	100.0%	54.5%	45.5%	45.5%	36.4%	9.1%	0.0%	0.0%	9.1%	0.0%	0.0%

EEO2 - FACULTY

Labor Market Area: National and Statewide

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
PROFESSOR	187	115	72	88	56	7	5	10	4	10	7
ASSOCIATE PROFESSOR	136	76	60	57	52	4	2	3	2	12	4
ASSISTANT PROFESSOR	87	45	42	34	28	4	4	1	5	6	5
INSTRUCTOR	0	0	0	0	0	0	0	0	0	0	0
COACHING STAFF	32	22	10	20	9	1	1	1	0	0	0
TOTALS	442	258	184	199	145	16	12	15	11	28	16
	100.0%	58.4%	41.6%	45.0%	32.8%	3.6%	2.7%	3.4%	2.5%	6.3%	3.6%

EEO3 - PROFESSIONAL/NON-FACULTY

Labor Market Area: National and Statewide

DATE: February 28, 2014

WORKFORCE ANALYSIS

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Administrator I	1	1	0	1	0	0	0	0	0	0	0
Administrator II	31	17	14	12	8	4	2	0	2	1	2
Administrator III	62	14	48	12	39	1	4	1	4	0	1
Administrator IV	56	29	27	20	20	2	3	4	3	3	1
Administrator V	28	18	10	17	8	1	1	0	1	0	0
Administrator VI	17	13	4	10	3	1	0	2	1	0	0
MISCELLANEOUS	31	7	24	5	19	1	2	1	3	0	0
GRAND TOTAL	226	99	127	77	97	10	12	8	14	4	4
	100.0%	43.8%	56.2%	34.1%	42.9%	4.4%	5.3%	3.5%	6.2%	1.8%	1.8%

EEO3 - PROFESSIONAL/NON-FACULTY
 Labor Market Area: National and Statewide

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Administrator I											
Athletics Communications Trainee	1	1	0	1	0	0	0	0	0	0	0
Administrator I Sub-Total	1	1	0	1	0	0	0	0	0	0	0
MISCELLANEOUS											
Administrative Asst. to the President	1	0	1	0	1	0	0	0	0	0	0
Assistant in Human Resources 1	1	0	1	0	1	0	0	0	0	0	0
Assistant Librarian	5	1	4	1	4	0	0	0	0	0	0
Assistant Counselor	1	0	1	0	0	0	0	0	1	0	0
Associate Counselor	3	1	2	0	2	1	0	0	0	0	0
Associate in Diversity & Equity	1	1	0	1	0	0	0	0	0	0	0
Associate in Human Resources	3	0	3	0	2	0	0	0	1	0	0
Associate Librarian	4	2	2	1	2	0	0	1	0	0	0
CSU Administrative Assistant	6	0	6	0	3	0	2	0	1	0	0
Librarian	4	1	3	1	3	0	0	0	0	0	0
Payroll Officer 2	1	0	1	0	1	0	0	0	0	0	0
Video Engineering Specialist	1	1	0	1	0	0	0	0	0	0	0
Miscellaneous Sub-Total	31	7	24	5	19	1	2	1	3	0	0
Administrator I & Misc. TOTAL	32	8	24	6	19	1	2	1	3	0	0
	100.0%	25.0%	75.0%	18.8%	59.4%	3.1%	6.3%	3.1%	9.4%	0.0%	0.0%

EEO3 - PROFESSIONAL/NON-FACULTY
 Labor Market Area: National & Statewide

DATE: February 28, 2014

WORKFORCE ANALYSIS

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Administrator II											
Accountant and Budget Assistant (IMRP)	1	1	0	0	0	1	0	0	0	0	0
Administrative Coordinator	2	1	1	1	1	0	0	0	0	0	0
Administrative Support Coordinator	1	0	1	0	1	0	0	0	0	0	0
Asst in Payroll/Accts Payable	2	0	2	0	1	0	0	0	0	0	1
Asst to Director/Area Coordinator	2	1	1	0	0	0	0	0	1	1	0
Asst to Director/Residence Hall Director	5	3	2	3	2	0	0	0	0	0	0
Athletic Equipment Manager	1	1	0	1	0	0	0	0	0	0	0
Customer Support Center Assistant	3	3	0	3	0	0	0	0	0	0	0
Degree Auditor	3	1	2	1	0	0	1	0	1	0	0
Desktop Support Assistant	1	0	1	0	1	0	0	0	0	0	0
Financial Aid Counselor	1	1	0	1	0	0	0	0	0	0	0
Media Technician	1	1	0	1	0	0	0	0	0	0	0
Procurement Specialist	1	1	0	0	0	1	0	0	0	0	0
Program Administrator (China Center)	1	0	1	0	0	0	0	0	0	0	1
Project Assistant, School of Ed.	1	0	1	0	1	0	0	0	0	0	0
Property Control Assistant, Facilities Mgt.	1	1	0	1	0	0	0	0	0	0	0
Property Control Assistant, IT User Support Serv.	1	1	0	0	0	1	0	0	0	0	0
Server Support Assistant	1	1	0	0	0	1	0	0	0	0	0
Systems Support Assistant	1	0	1	0	1	0	0	0	0	0	0
TRIO Project Assistant	1	0	1	0	0	0	1	0	0	0	0
TOTALS	31	17	14	12	8	4	2	0	2	1	2
	100.0%	54.8%	45.2%	38.7%	25.8%	12.9%	6.5%	0.0%	6.5%	3.2%	6.5%

EEO3 - PROFESSIONAL/NON-FACULTY
 Labor Market Area: National and Statewide

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Administrator III											
Academic Advising Specialist	1	0	1	0	1	0	0	0	0	0	0
Academic Support Specialist	1	0	1	0	1	0	0	0	0	0	0
Access & Security Coordinator	1	1	0	1	0	0	0	0	0	0	0
Accounting and Budget Specialist (athletics)	1	0	1	0	1	0	0	0	0	0	0
Advancement Services Specialist	1	0	1	0	1	0	0	0	0	0	0
Advising & Career Expl. Specialist	9	2	7	1	5	1	1	0	1	0	0
Assistant Bursar	1	0	1	0	1	0	0	0	0	0	0
Assistant to the Bursar	1	0	1	0	0	0	1	0	0	0	0
Assistant Director Admissions	1	0	1	0	0	0	1	0	0	0	0
Assistant Director Financial Aid	2	0	2	0	1	0	0	0	1	0	0
Assistant Director Judicial Program	1	0	1	0	1	0	0	0	0	0	0
Assistant Director Residence Life	1	0	1	0	0	0	0	0	1	0	0
Assistant Director Recruitment and Admissions	5	2	3	1	3	0	0	1	0	0	0
Assistant Director Student Act & Leadership	1	0	1	0	1	0	0	0	0	0	0
Assistant Director Student Center	2	0	2	0	2	0	0	0	0	0	0
Assistant Director Registrar	1	0	1	0	1	0	0	0	0	0	0
Assistant Director Facilities Management	1	1	0	1	0	0	0	0	0	0	0
Assistant Registrar	1	0	1	0	1	0	0	0	0	0	0
Asst. Dir/Coord, CASD Grant Program	1	0	1	0	1	0	0	0	0	0	0
Budget & Accounting Assistant, Budget	1	0	1	0	1	0	0	0	0	0	0
Budget & Accounting Assistant, Facilities Management	1	0	1	0	1	0	0	0	0	0	0
Budget Assistant	1	0	1	0	1	0	0	0	0	0	0
Business Development Coordinator	1	0	1	0	1	0	0	0	0	0	0
Campus One Card System Specialist	1	1	0	1	0	0	0	0	0	0	0
College Health Nurse	1	0	1	0	1	0	0	0	0	0	0
Conference Center Manager	1	0	1	0	1	0	0	0	0	0	0
ConnCAP Site Coordinator	1	0	1	0	0	0	0	0	1	0	0
Customer Support Center Lead	1	0	1	0	1	0	0	0	0	0	0
Desktop Support Technician	1	1	0	1	0	0	0	0	0	0	0
Digital Media Production Coordinator	1	1	0	1	0	0	0	0	0	0	0
Environmental Health & Safety Coordinator	1	1	0	1	0	0	0	0	0	0	0
Graphic Design Coordinator	1	0	1	0	1	0	0	0	0	0	0
Instructional Media Coord.	1	0	1	0	1	0	0	0	0	0	0
International Education Coord.	1	0	1	0	1	0	0	0	0	0	0
Major Gifts Associate	3	0	3	0	3	0	0	0	0	0	0
Planner/Analyst	1	0	1	0	0	0	0	0	0	0	1
Policy and Research Specialists	2	2	0	2	0	0	0	0	0	0	0
Program Administrator (IMRP)	1	1	0	1	0	0	0	0	0	0	0
Property & Inventory Control Coord.	1	0	1	0	0	0	1	0	0	0	0
Recreation Specialist	2	1	1	1	1	0	0	0	0	0	0
Research Specialist, IMRP	1	0	1	0	1	0	0	0	0	0	0
Science Technical Specialist	2	0	2	0	2	0	0	0	0	0	0
Team Advisor	1	0	1	0	1	0	0	0	0	0	0
TOTALS	62	14	48	12	39	1	4	1	4	0	1

100.0% 22.6% 77.4% 19.4% 62.9% 1.6% 6.5% 1.6% 6.5% 0.0% 1.6%

EEO3 - PROFESSIONAL/NON-FACULTY
 Labor Market Area: National and Statewide

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Administrator IV											
Advanced Practice Registered Nurse	1	0	1	0	1	0	0	0	0	0	0
Assoc Dir, Business Services	1	0	1	0	1	0	0	0	0	0	0
Assoc Dir, Center for Social Research	1	0	1	0	1	0	0	0	0	0	0
Assoc Dir, CIE/Coordinator of IELP	1	0	1	0	1	0	0	0	0	0	0
Assoc Dir, CIE/International Student and Scholar Services	1	0	1	0	0	0	1	0	0	0	0
Assoc Dir, Alumni Affairs	1	0	1	0	1	0	0	0	0	0	0
Assoc Dir, Financial Aid	1	1	0	1	0	0	0	0	0	0	0
Assoc Dir, Graduate Studies	1	0	1	0	0	0	1	0	0	0	0
Assoc Dir, Health Services	1	0	1	0	0	0	0	0	1	0	0
Assoc Dir, Pre-Coll/Access	1	1	0	0	0	0	0	1	0	0	0
Assoc Dir, Recruit & Admissions	1	1	0	0	0	1	0	0	0	0	0
Assoc Dir, Residence Life	1	1	0	1	0	0	0	0	0	0	0
Assoc Dir, Student Activities Leadership Development	1	0	1	0	1	0	0	0	0	0	0
Assoc Dir, Student Center	1	0	1	0	1	0	0	0	0	0	0
Associate Bursar	1	0	1	0	1	0	0	0	0	0	0
Associate Registrar	2	1	1	1	0	0	0	0	1	0	0
Associate Registrar for CAPP	1	0	1	0	1	0	0	0	0	0	0
Asst Dean, School of Arts & Sciences	1	0	1	0	1	0	0	0	0	0	0
Asst Dean, School of Business	1	0	1	0	1	0	0	0	0	0	0
Asst Dean, School of Education	1	0	1	0	1	0	0	0	0	0	0
Asst Dir, Facil Supp Svcs	1	1	0	1	0	0	0	0	0	0	0
Asst Dir/Ath/Admin & Student Services	1	0	1	0	1	0	0	0	0	0	0
Asst Dir/Ath/Comm & Media Services	1	1	0	1	0	0	0	0	0	0	0
Asst. Mgr Internet Services	1	1	0	1	0	0	0	0	0	0	0
Business & Facility Manager	1	1	0	1	0	0	0	0	0	0	0
Capital Budget Administrator	1	0	1	0	1	0	0	0	0	0	0
Contract Compliance Specialist	1	1	0	1	0	0	0	0	0	0	0
Coord, Substance Abuse Program	1	1	0	1	0	0	0	0	0	0	0
Coord, University Construction & Facilities Mgmt	1	1	0	0	0	0	0	1	0	0	0
Coord, Women's Center	1	0	1	0	0	0	1	0	0	0	0
Customer Support Center Supervisor	1	0	1	0	0	0	0	0	1	0	0
Data Network Specialist	1	1	0	0	0	1	0	0	0	0	0
Facilities Contract Administrator	1	1	0	1	0	0	0	0	0	0	0
Grants Administration Manager	1	0	1	0	1	0	0	0	0	0	0
Institutional Res Specialist	1	0	1	0	1	0	0	0	0	0	0
InstrDesign & TechResearch Center Supervisor	1	1	0	0	0	0	0	1	0	0	0
Instructional Tech Sys Admin	2	1	1	1	1	0	0	0	0	0	0
Media Technology Manager	1	1	0	1	0	0	0	0	0	0	0
Operations Coordinator	1	0	1	0	1	0	0	0	0	0	0
Programmer Specialist	5	3	2	1	1	0	0	0	0	2	1
Project Coordinator	1	1	0	1	0	0	0	0	0	0	0
Purchasing Manager	1	1	0	1	0	0	0	0	0	0	0
Server Administrator	5	5	0	4	0	0	0	0	0	1	0
Technical Support Specialist	1	1	0	1	0	0	0	0	0	0	0
Veterans Affairs Coordinator	1	1	0	0	0	0	0	1	0	0	0
Voice Systems Specialist	1	0	1	0	1	0	0	0	0	0	0
TOTALS	56	29	27	20	20	2	3	4	3	3	1

100.0% 51.8% 48.2% 35.7% 35.7% 3.6% 5.4% 7.1% 5.4% 5.4% 1.8%

EEO3 - PROFESSIONAL/NON-FACULTY
 Labor Market Area: National and Statewide

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Administrator V											
Assoc Dir, Accounting	1	1	0	1	0	0	0	0	0	0	0
Assoc Dir, Athletics for Compliance	1	0	1	0	1	0	0	0	0	0	0
Assoc Dir, Athletics/External Services	1	1	0	1	0	0	0	0	0	0	0
Assoc Dir, Ctr Advising & Career Exploration	1	0	1	0	1	0	0	0	0	0	0
Assoc Dir, International Ed	1	0	1	0	1	0	0	0	0	0	0
Bursar	1	0	1	0	1	0	0	0	0	0	0
Campus Architect	1	1	0	1	0	0	0	0	0	0	0
Coordinator Capital Projects & Fac. Plng.	1	1	0	1	0	0	0	0	0	0	0
Coordinator Student Disability Services	1	0	1	0	0	0	1	0	0	0	0
Data Network Manager	1	1	0	1	0	0	0	0	0	0	0
Dir, Acad Ctr Student Athletes	1	1	0	1	0	0	0	0	0	0	0
Dir, Advancement Services	1	1	0	1	0	0	0	0	0	0	0
Dir, Auxillary Services (IT)	1	1	0	1	0	0	0	0	0	0	0
Dir, Continuing Ed. and Comm Engagement	1	0	1	0	1	0	0	0	0	0	0
Dir, Engineering	1	1	0	1	0	0	0	0	0	0	0
Dir, Evironmental Health and Safety	1	1	0	1	0	0	0	0	0	0	0
Dir, IMRP	1	1	0	1	0	0	0	0	0	0	0
Dir, Pre-Collegiate/Access Svcs	1	0	1	0	0	0	0	0	1	0	0
Enterprise Res Planning Mgr	1	0	1	0	1	0	0	0	0	0	0
Facilities Operations Manager	1	1	0	1	0	0	0	0	0	0	0
Instructional Technology Manager	1	0	1	0	1	0	0	0	0	0	0
Manager, Support Services	1	1	0	1	0	0	0	0	0	0	0
Manager of University Internet Services	1	1	0	1	0	0	0	0	0	0	0
Media Relations Officer	1	0	1	0	1	0	0	0	0	0	0
Network Security Manager	1	1	0	1	0	0	0	0	0	0	0
Project Manager, IT Administrative Tech.	1	1	0	1	0	0	0	0	0	0	0
System Manager	1	1	0	1	0	0	0	0	0	0	0
University Judicial Director	1	1	0	0	0	1	0	0	0	0	0
TOTALS	28	18	10	17	8	1	1	0	1	0	0
	100.0%	64.3%	35.7%	60.7%	28.6%	3.6%	3.6%	0.0%	3.6%	0.0%	0.0%

EEO3 - PROFESSIONAL/NON-FACULTY
 Labor Market Area: National and Statewide

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Administrator VI											
Asst. Dean II, Student Affairs	1	1	0	0	0	0	0	1	0	0	0
Computer Facilities Manager	1	1	0	1	0	0	0	0	0	0	0
Director, Accounting Administrative	1	1	0	1	0	0	0	0	0	0	0
Director, Admin Technical Svcs	1	1	0	1	0	0	0	0	0	0	0
Director, Business Services	1	0	1	0	1	0	0	0	0	0	0
Director, Client Services	1	0	1	0	1	0	0	0	0	0	0
Director, Ctr Advising & Career Exploration	1	1	0	1	0	0	0	0	0	0	0
Director, Financial Aid	1	1	0	1	0	0	0	0	0	0	0
Director, Grants & Funded Research	1	1	0	1	0	0	0	0	0	0	0
Director, Learning Center	1	0	1	0	1	0	0	0	0	0	0
Director, Op. Logistics & Event Mgt	1	1	0	1	0	0	0	0	0	0	0
Director, Residence Life	1	0	1	0	0	0	0	0	1	0	0
Director, Stdnt Act Lead Develop	1	1	0	1	0	0	0	0	0	0	0
Director, Student Center	1	1	0	0	0	0	0	1	0	0	0
Director, Technical Services	1	1	0	1	0	0	0	0	0	0	0
Registrar	1	1	0	1	0	0	0	0	0	0	0
Senior Associate Athletics Director	1	1	0	0	0	1	0	0	0	0	0
TOTALS	17	13	4	10	3	1	0	2	1	0	0
	100.0%	76.5%	23.5%	58.8%	17.6%	5.9%	0.0%	11.8%	5.9%	0.0%	0.0%

Form #38A
 FULL-TIME WORKFORCE
 SUMMARY: Hartford LMA

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Executive/Management	0	0	0	0	0	0	0	0	0	0	0
Faculty	0	0	0	0	0	0	0	0	0	0	0
Professional/Non-Faculty	0	0	0	0	0	0	0	0	0	0	0
Clerical/Secretarial	95	10	85	3	62	3	10	3	12	1	1
Technical/ParaProfessional	18	7	11	4	7	0	1	3	0	0	3
Skilled Crafts	12	11	1	11	1	0	0	0	0	0	0
Service/Maintenance	74	61	13	47	9	5	0	9	4	0	0
Protective Services	22	20	2	10	1	4	1	6	0	0	0
TOTALS	221	109	112	75	80	12	12	21	16	1	4
	100.0%	49.3%	50.7%	33.9%	36.2%	5.4%	5.4%	9.5%	7.2%	0.5%	1.8%

EEO4 - SECRETARIAL/CLERICAL

Labor Market Area: Hartford County

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Clerk Typist	1	1	0	0	0	0	0	1	0	0	0
Financial Clerk	1	0	1	0	0	0	1	0	0	0	0
Office Assistant	11	2	9	0	4	1	3	1	2	0	0
Payroll Clerk	2	1	1	0	1	0	0	1	0	0	0
Processing Technician	4	0	4	0	2	0	1	0	1	0	0
Secretary 1	7	1	6	0	4	1	0	0	2	0	0
Telecom Dispatcher	6	3	3	1	3	1	0	0	0	1	0
Unit Supervisor	2	0	2	0	2	0	0	0	0	0	0
Sub-Total*	34	8	26	1	16	3	5	3	5	1	0
Administrative Assistant	21	1	20	1	17	0	2	0	1	0	0
Secretary 2	40	1	39	1	29	0	3	0	6	0	1
TOTALS	95	10	85	3	62	3	10	3	12	1	1
	100.0%	10.5%	89.5%	3.2%	65.3%	3.2%	10.5%	3.2%	12.6%	1.1%	1.1%

*Secretary/clerical, all titles except

Admin Assistant and Secretary 2

Note: EEO4 minus Adm.Asst. &

Sec2 =

34	8	26	1	16	3	5	3	5	1	0
100.0%	23.5%	76.5%	2.9%	47.1%	8.8%	14.7%	8.8%	14.7%	2.9%	0.0%

EE05 - TECHNICAL PARAPROFESSIONAL
Labor Market Area: Hartford County

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Assistant Accountant	1	0	1	0	0	0	1	0	0	0	0
Fiscal Administrative Assistant	3	0	3	0	2	0	0	0	0	0	1
Lead Univ Research Tech	1	1	0	1	0	0	0	0	0	0	0
Library Technical Assistant	1	1	0	0	0	0	0	1	0	0	0
Library Technician	9	2	7	1	5	0	0	1	0	0	2
Planetarium Technician	1	1	0	1	0	0	0	0	0	0	0
Univ Research Tech 2	2	2	0	1	0	0	0	1	0	0	0
TOTALS	18	7	11	4	7	0	1	3	0	0	3
	100.0%	38.9%	61.1%	22.2%	38.9%	0.0%	5.6%	16.7%	0.0%	0.0%	16.7%

EEO7 - PROTECTIVE SERVICE
 Labor Market Area: Statewide

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Detective	1	1	0	0	0	1	0	0	0	0	0
Police Lieutenant	2	2	0	2	0	0	0	0	0	0	0
Police Officer	14	13	1	5	0	3	1	5	0	0	0
PS Trainee	1	0	1	0	1	0	0	0	0	0	0
Police Sergeant	3	3	0	2	0	0	0	1	0	0	0
Fire Lieutenant	1	1	0	1	0	0	0	0	0	0	0
TOTALS	22	20	2	10	1	4	1	6	0	0	0
	100.0%	90.9%	9.1%	45.5%	4.5%	18.2%	4.5%	27.3%	0.0%	0.0%	0.0%

EEO7 - SERVICE/MAINTENANCE
All Categories except Protective Services
Labor Market Area: Hartford County

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Building Maintenance Supv	1	1	0	1	0	0	0	0	0	0	0
Custodian	33	21	12	13	8	3	0	5	4	0	0
Duplicating Technician 2	1	1	0	1	0	0	0	0	0	0	0
General Trades Worker	5	5	0	3	0	1	0	1	0	0	0
Lead Custodian	3	3	0	2	0	0	0	1	0	0	0
Lead Mail Handler	1	0	1	0	1	0	0	0	0	0	0
Lead Power Plant Op. Energy Ctr.	2	2	0	2	0	0	0	0	0	0	0
Mail Handler	2	2	0	2	0	0	0	0	0	0	0
Mail Services Supv 1	1	1	0	1	0	0	0	0	0	0	0
Maint Supv 1 (Lock)	1	1	0	1	0	0	0	0	0	0	0
Maint Supv 2 (Genl)	1	1	0	1	0	0	0	0	0	0	0
Maint Supv 2 (Plmn&Stmfr)	1	1	0	1	0	0	0	0	0	0	0
Power Plant Op. Energy Ctr. (RC)	9	9	0	9	0	0	0	0	0	0	0
Skilled Maintainer	4	4	0	2	0	1	0	1	0	0	0
Storekeeper	7	7	0	7	0	0	0	0	0	0	0
Storekeeper Assistant	1	1	0	0	0	0	0	1	0	0	0
Supervising Custodian	1	1	0	1	0	0	0	0	0	0	0
TOTALS	74	61	13	47	9	5	0	9	4	0	0
	100.0%	82.4%	17.6%	63.5%	12.2%	6.8%	0.0%	12.2%	5.4%	0.0%	0.0%

Note: EEO7 minus custodians =

41	40	1	34	1	2	0	4	0	0	0
100.0%	97.6%	2.4%	82.9%	2.4%	4.9%	0.0%	9.8%	0.0%	0.0%	0.0%

PART-TIME

Labor Market Area: Local and Statewide

WORKFORCE ANALYSIS

DATE: February 28, 2014

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE	UNKNOW N MALE	UNKNOW N FEMALE
FACULTY													
Lecturer	365	175	190	114	137	5	14	4	3	5	4	47	32
Graduate Assistant	61	20	41	11	24	0	2	0	4	2	3	7	8
SU Assistant Prof. Special Appts	37	14	23	13	17	1	2	0	1	0	3	0	0
TOTAL	463	209	254	138	178	6	18	4	8	7	10	54	40
Coaching/Athletics													
PT Coaches	14	10	4	8	2	1	0	0	0	0	0	1	2
TOTAL	14	10	4	8	2	1	0	0	0	0	0	1	2
PROFESSIONAL/NON-FACULTY													
Associate Accountant	1	0	1	0	1	0	0	0	0	0	0	0	0
Cooperative Education Intern	6	4	2	2	0	0	1	2	1	0	0	0	0
Graduate Intern	19	8	11	3	6	1	1	0	1	1	0	3	3
SU Admin 3	2	0	2	0	1	0	0	0	1	0	0	0	0
SU Admin 4	1	0	1	0	1	0	0	0	0	0	0	0	0
SU Assistant	84	40	44	24	31	4	3	6	5	2	2	4	3
SU Counselor PT	2	0	2	0	1	0	0	0	0	0	0	0	1
SU Librarian	5	1	4	0	3	0	0	0	0	0	0	1	1
SU Retiree	1	1	0	1	0	0	0	0	0	0	0	0	0
TOTAL	121	54	67	30	44	5	5	8	8	3	2	8	8
CLERICAL/SECRETARIAL													
Clerk Typist	1	0	1	0	1	0	0	0	0	0	0	0	0
Collection Agent	1	0	1	0	1	0	0	0	0	0	0	0	0
Office Assistant	2	1	1	1	1	0	0	0	0	0	0	0	0
Secretary 1	3	0	3	0	2	0	0	0	1	0	0	0	0
Secretary 2	2	0	2	0	1	0	0	0	1	0	0	0	0
University Helper	1	0	1	0	1	0	0	0	0	0	0	0	0
TOTAL	10	1	9	1	7	0	0	0	2	0	0	0	0
STUDENT WORKER POSITIONS													
TOTAL	860	398	462	258	268	65	90	43	64	23	26	9	14
GRAND TOTAL	1468	672	796	435	499	77	113	55	82	33	38	72	64
	100.0%	45.8%	54.2%	29.6%	34.0%	5.2%	7.7%	3.7%	5.6%	2.2%	2.6%	4.9%	4.4%

FT Employee Age Report as of 2/28/14 Age Grouping of Full-time Workforce by Occupational Category

JOB CATEGORY	16-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70+	TOTAL
EXECUTIVE/ADMINISTRATIVE	0	0	0	0	0	2	6	8	8	6	5	0	35
FACULTY	0	0	1	23	28	54	51	64	63	73	40	14	411
ATHLETICS/COACHING	0	0	4	3	5	6	3	5	3	0	1	0	31
PROFESSIONAL/NON-FACULTY	0	0	14	19	22	23	40	32	39	26	10	1	226
CLERICAL/SECRETARIAL	0	0	1	4	5	11	12	25	18	14	4	1	95
TECHNICAL/PARAPROFESSIONAL	0	0	0	1	0	3	0	1	4	5	4	0	18
SKILLED CRAFTS	0	0	0	0	0	1	2	4	4	1	0	0	12
SERVICE/MAINTENANCE	0	0	3	3	2	6	11	15	18	11	2	3	74
PROTECTIVE SERVICES	0	0	0	0	1	3	10	6	2	0	0	0	22
TOTALS	0	0	24	53	63	109	135	160	159	136	66	19	924
	0.0%	0.0%	2.7%	5.9%	7.0%	12.0%	14.9%	17.7%	17.6%	15.0%	7.3%	2.1%	100%

VIII. Workforce Analysis
PERSONS WITH DISABILITIES
IN FULL-TIME WORKFORCE BY OCCUPATIONAL CATEGORY
2013-2014

Executive Administrative	0
Faculty	3
Professional Non-Faculty	1
Clerical/Secretarial	0
Technical Paraprofessional	0
Skilled Craft	0
Service Maintenance	0

AVAILABILITY ANALYSIS

Section 46a-68-39

As a preparatory step in determining whether protected classes are fully and fairly utilized in the workforce, Central Connecticut State University conducted an analysis by occupational category to determine the availability base of protected group members for employment. The purpose of the analysis was:

- (1) To examine the job content of each office position and position classification within an occupational category.
- (2) To identify a relevant labor market area.
- (3) To match each office position and position classification within an occupational category, or, where appropriate, a position classification with the most nearly parallel job title contained in the data source consulted.

In calculating availability the following information and data sources were consulted and utilized:

- (1) Employment figures – 2000 Connecticut Occupational Statistics EEO Data.
- (2) Unemployment figures – December 2013, Connecticut Department of Labor Data for Affirmative Action Plans.
- (3) Digest of Educational Statistics – Fall 2011(all faculty ranks) and 2011-12 (degrees conferred)
- (4) US Dept. Ed. National Center for Education Statistics, IPEDS, July 2012
- (5) Race and sex composition of employees in promotable and/or transferable positions.

Note: After consultation with the CHRO reviewer on March 6, 2013, the University has removed all coaching titles out of the faculty category and created a separate EEO category (coaching) and a separate analysis was conducted in all numerical sections of the plan.

When new faculty hires have not completed their terminal degrees, they are hired at the instructor level until they obtain the degree required; therefore, after consultation with the CHRO reviewer on March 6, 2013 the instructor category has been consolidated into the Assistant Professor category.

In the 2013 AA Plan review this section was found to be in compliance with the AA Regulations. After consultation and receipt of technical assistance on June 6, 2014, regarding section 46a-68-40, utilization analysis, the category of protective services has been modified solely based on EEO category designation and not numerical analysis. The category of protective services has been taken out of the EEO 7 category and separated into its own category.

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 1 - Executive/Administrative
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Statewide/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	39.4	5	2.0	60.6	5	3.0	32.4	5	1.6	46.8	5	2.3	3.8	5	0.2	8.2	5	0.4	2.1	5	0.1	3.9	5	0.2	1.1	5	0.1	1.7	5	0.1
2. Unemployment in Applicable LMA	56.2	5	2.8	43.8	5	2.2	43.5	5	2.2	30.9	5	1.5	4.1	5	0.2	5.8	5	0.3	3.8	5	0.2	3.7	5	0.2	4.7	5	0.2	3.3	5	0.2
3. Promotable/Transferable Percentage	62.9	10	6.3	37.1	10	3.7	49.6	10	5.0	28.9	10	2.9	3.9	10	0.4	2.6	10	0.3	5.2	10	0.5	2.6	10	0.3	4.3	10	0.4	3	10	0.3
4. Pop. in the LMA																														
5. Client Pop. Figures																														
6. Educ/Tech Tng Figures																														
7. Other Source (Specify)	45.8	80	36.6	54.2	80	43.4	37.9	80	30.3	42.6	80	34.1	3.7	80	3.0	6.0	80	4.8	2.2	80	1.8	3.3	80	2.6	1.9	80	1.5	2.3	80	1.8
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			47.7			52.3			39.1			40.8			3.8			5.8			2.6			3.3			2.2			2.4

Employment Data - Census 2000, EEO Data Tool, US Total, Education Administrators (119030)

Educ Admin	695700	273975	421725	225340	325700	26575	57165	14305	27050	7755	11810
Title	0	0	0	0	0	0	0	0	0	0	0
Total	695700	273975	421725	225340	325700	26575	57165	14305	27050	7755	11810
Percentage	100.0%	39.4%	60.6%	32.4%	46.8%	3.8%	8.2%	2.1%	3.9%	1.1%	1.7%

Unemployment Data - Characteristics of Job Seekers, December 2013

SOC CODE 11.00	3978	2237	1741	1732	1230	164	231	153	149	188	131
Title	0	0	0	0	0	0	0	0	0	0	0
Total	3978	2237	1741	1732	1230	164	231	153	149	188	131
Percentage	100.0%	56.2%	43.8%	43.5%	30.9%	4.1%	5.8%	3.8%	3.7%	4.7%	3.3%

Promotable/Transferable Pool - 02/28/2014

Prof Non-Fac V&VI	45	31	14	27	11	2	1	2	2	0	0
Professor	187	115	72	88	56	7	5	10	4	10	7
Total	232	146	86	115	67	9	6	12	6	10	7
Percentage	100.0%	62.9%	37.1%	49.6%	28.9%	3.9%	2.6%	5.2%	2.6%	4.3%	3.0%

US Dept. Ed. National Center for Education Statistics, IPEDS, July 2012: Executive

Executive	231490	106004	125486	87761	98623	8572	13923	5198	7618	4473	5322
Title	0	0	0	0	0	0	0	0	0	0	0
Total	231490	106004	125486	87761	98623	8572	13923	5198	7618	4473	5322
Percentage	100.0%	45.8%	54.2%	37.9%	42.6%	3.7%	6.0%	2.2%	3.3%	1.9%	2.3%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, US Total, Education Administrators (119030)	The hiring area is Nationwide for this job category. Education administrators chosen as titles at the University EEO 1 level are highly competitive and are often recruited Nationally from similar positions/functions.	5% value weight as Executive/Administrative positions at CCSU require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches. The value weight has been lowered because of the outdated census data.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Statewide figures line SOC 11.0 Management Occupations	Department hiring area is statewide/national for this job category; however, statewide unemployment data is utilized. A small percentage of positions may be filled through the unemployed.	5% value weight. Unemployment figures account for a small percentage of hires into this category
Promotable Transferable	CCSU Workforce Analysis by Job Classification: Professional Non-Faculty Ranks V & VI and Professor.	Precise figures for computing racial and sexual composition of persons in promotable positions. Almost all positions are filled by hires in this job title. Some promotions do occur typically from the level of Administrator V and VI; Professors added due to number of academic dean searches.	10% value weight. Most positions in this category are filled through hires. However, an occasional promotion does occur from the level of Administrator V & VI and Professors.
OTHER SOURCE	US Dept. of Ed IPEDS Data July 2011-Table 287: Executive	The hiring area is Nationwide for this job category. Education administrators chosen as titles at the University EEO 1 level are highly competitive and are often recruited Nationally from similar positions/functions.	80% Value weight as Executive/Administrative positions at CCSU require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches and are often currently employed at the University level.

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 2 - Faculty
Assistant Professor**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Statewide/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	51.7	5	2.6	48.3	5	2.4	41.1	5	2.1	39.0	5	2.0	2.7	5	0.1	2.5	5	0.1	2.4	5	0.1	2.5	5	0.1	5.4	5	0.3	4.2	5	0.2
2. Unemployment in Applicable LMA	38.7	5	1.9	61.3	5	3.1	16	5	0.8	27.6	5	1.4	8.6	5	0.4	18.4	5	0.9	8	5	0.4	11	5	0.6	6.1	5	0.3	4.3	5	0.2
3.Promotable/Transferable Percentage	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0
4.Pop. in the LMA																														
5.Client Pop. Figures																														
6.Educ/Tech Tng Figures																														
7. Other Source (Specify)	49.7	30	14.9	50.3	30	15.1	37.3	30	11.2	37.9	30	11.4	2.8	30	0.8	4.2	30	1.3	2.4	30	0.7	2.4	30	0.7	7.2	30	2.2	5.9	30	1.8
8. Other Source (Specify)	47.0	60	28.2	53.0	60	31.8	35.9	60	21.5	37.5	60	22.5	2.8	60	1.7	5.1	60	3.1	2.8	60	1.7	3.4	60	2.0	5.5	60	3.3	7.1	60	4.3
FINAL AVAILABILITY BASE PERCENTAGE			47.6			52.4			35.6			37.3			3.0			5.4			2.9			3.4			6.1			6.5

Employment Data - Census 2000 EEO Data Tool, Statewide Data, Connecticut Post Secondary Teachers (SOC 25-1000)

SOC 251000	16020	8284	7736	6590	6255	440	399	385	405	869	677
Total	16020	8284	7736	6590	6255	440	399	385	405	869	677
Percentage	100.0%	51.7%	48.3%	41.1%	39.0%	2.7%	2.5%	2.4%	2.5%	5.4%	4.2%

Unemployment Data - Characteristics of Job Seekers, Post Secondary Teachers SOC 25.10 December 2013

SOC 25.10	163	63	100	26	45	14	30	13	18	10	7
Total	163	63	100	26	45	14	30	13	18	10	7
Percentage	100.0%	38.7%	61.3%	16.0%	27.6%	8.6%	18.4%	8.0%	11.0%	6.1%	4.3%

Promotable/Transferable Pool - 02/28/2014

Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

Digest of Ed. Statistics, Table 264, Fall 2011: Assistant Professor

Assistant Professors	156959	77958	79001	58531	59483	4458	6536	3692	3736	11277	9246
Total	156959	77958	79001	58531	59483	4458	6536	3692	3736	11277	9246
Percentage	100.0%	49.7%	50.3%	37.3%	37.9%	2.8%	4.2%	2.4%	2.4%	7.2%	5.9%

Digest of Ed. Statistics, Table 324.20 Doctoral Degrees

National Data	149031	69977	79054	53444	55826	4108	7632	4215	5000	8210	10596
Total	149031	69977	79054	53444	55826	4108	7632	4215	5000	8210	10596
Percentage	100.0%	47.0%	53.0%	35.9%	37.5%	2.8%	5.1%	2.8%	3.4%	5.5%	7.1%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, CT Total, Post Secondary Teachers (251000)	The hiring area is nationwide for this job category. However, a small percentage may be recruited from within the state of Connecticut employment pool from other universities.	5% value weight as assistant professor positions at CCSU require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Statewide figures line SOC 25.10 Post Secondary Teachers	Department hiring area is statewide/national for this job category; however, statewide unemployment data is utilized. However, a small percentage of positions are filled through the unemployed who possess terminal degrees.	5% value weight. Unemployment figures account for a small % of hires into this category. Most hires are recruited primarily through national searches. This is a decrease from 2013.
Promotable/Transferable	There is no longer a promotable pool for this category as instructor positions are now a part of this category	N/A	0% value weight as there is no available promotable pool.
Digest of Educational Statistics	Digest of Ed. Statistics, Table 264, Fall 2011: Assistant Professor	The hiring area is nationwide for this job category. Persons currently employed at the assistant professor level are a common recruitment pool.	30% value weight. Assistant professor positions at CCSU require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches.
Digest of Educational Statistics	Digest of Educational Statistics Table 324.20: Doctoral degrees conferred. 2011-12 data	The hiring area is nationwide for this job category. Most positions are filled by candidates who currently possess their terminal degrees; most often a PHD in a related field.	60% value weight. Assistant professor positions at CCSU require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches.

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 2 - Faculty
Associate Professor**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Statewide/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	51.7	5	2.6	48.3	5	2.4	41.1	5	2.1	39.0	5	2.0	2.7	5	0.1	2.5	5	0.1	2.4	5	0.1	2.5	5	0.1	5.4	5	0.3	4.2	5	0.2
2. Unemployment in Applicable LMA	38.7	0	0.0	61.3	0	0.0	16	0	0.0	27.6	0	0.0	8.6	0	0.0	18.4	0	0.0	8	0	0.0	11	0	0.0	6.1	0	0.0	4.3	0	0.0
3.Promotable/Transferable Percentage	51.7	70	36.2	48.3	70	33.8	39.1	70	27.4	32.2	70	22.5	4.6	70	3.2	4.6	70	3.2	1.1	70	0.8	5.7	70	4.0	6.9	70	4.8	5.7	70	4.0
4.Pop. in the LMA																														
5.Client Pop. Figures																														
6.Educ/Tech Tng Figures																														
7. Other Source (Specify)	57.6	25	14.4	42.4	25	10.6	45.9	25	11.5	34.1	25	8.5	2.9	25	0.7	2.9	25	0.7	2.3	25	0.6	1.8	25	0.5	6.4	25	1.6	3.6	25	0.9
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			53.2			46.8			41.0			33.0			4.0			4.0			1.5			4.6			6.7			5.1

Employment Data - Census 2000 EEO Data Tool, Statewide Data, Connecticut, Post-secondary Teacher (SOC 25-1000)

251000	16020	8284	7736	6590	6255	440	399	385	405	869	677
Title	0	0	0	0	0	0	0	0	0	0	0
Total	16020	8284	7736	6590	6255	440	399	385	405	869	677
Percentage	100.0%	51.7%	48.3%	41.1%	39.0%	2.7%	2.5%	2.4%	2.5%	5.4%	4.2%

Unemployment Data - Characteristics of Job Seekers December 2013

SOC 25.10	163	63	100	26	45	14	30	13	18	10	7
Title	0	0	0	0	0	0	0	0	0	0	0
Total	163	63	100	26	45	14	30	13	18	10	7
Percentage	100.0%	38.7%	61.3%	16.0%	27.6%	8.6%	18.4%	8.0%	11.0%	6.1%	4.3%

Promotable/Transferable Pool - 02/28/2014

Assistant Professor	87	45	42	34	28	4	4	1	5	6	5
Title	0	0	0	0	0	0	0	0	0	0	0
Total	87	45	42	34	28	4	4	1	5	6	5
Percentage	100.0%	51.7%	48.3%	39.1%	32.2%	4.6%	4.6%	1.1%	5.7%	6.9%	5.7%

Digest of Ed. Statistics, Table 264, Fall 2011: Associate Professor

Associate Professor	149215	85875	63340	68447	50924	4373	4322	3437	2706	9618	5388
Title	0	0	0	0	0	0	0	0	0	0	0
Total	149215	85875	63340	68447	50924	4373	4322	3437	2706	9618	5388
Percentage	100.0%	57.6%	42.4%	45.9%	34.1%	2.9%	2.9%	2.3%	1.8%	6.4%	3.6%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, CT Total, Post Secondary Teachers (251000)	The hiring area is nationwide for this job category. However, a small percentage may be recruited from within the state of Connecticut employment pool from other universities.	5% value weight as associate professor positions at CCSU require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Statewide figures line SOC 25.10 Post Secondary Teachers	Department hiring area is national for this job category; normally the hiring at the level of associate professor requires permanent attainment of an associate professor position prior to CCSU appointment. The unemployment data is not utilized.	0% value weight. Positions are filled at this level from those who are currently employed. The unemployed are not a viable recruitment pool.
Promotable/Transferable	2014 CCSU Workforce Analysis by Job Classification: Assistant Professor Rank	Precise figures for computing racial and sexual composition of persons in promotable positions. About half of these positions are filled by promotion from the Assistant Professor level annually via collective bargaining and the promotional and tenure process.	70% value weight. Value weight is higher for promotions due to the promotional and tenure process in place at the university.
OTHER SOURCE	Digest of Ed. Statistics, Table 264, Fall 2011: Associate Professor	The hiring area is Nationwide for this job category. Persons currently employed at the associate professor level are a common recruitment pool.	25% value weight. Associate Professor positions at CCSU require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches.

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 2 - Faculty
Professor**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Statewide/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	51.7	10	5.2	48.3	10	4.8	41.1	10	4.1	39.0	10	3.9	2.7	10	0.3	2.5	10	0.3	2.4	10	0.2	2.5	10	0.3	5.4	10	0.5	4.2	10	0.4
2. Unemployment in Applicable LMA	38.7	0	0.0	61.3	0	0.0	16.0	0	0.0	27.6	0	0.0	8.6	0	0.0	18.4	0	0.0	8	0	0.0	11.0	0	0.0	6.1	0	0.0	4.3	0	0.0
3. Promotable/Transferable Percentage	55.9	80	44.7	44.1	80	35.3	41.9	80	33.5	38.2	80	30.6	2.9	80	2.3	1.5	80	1.2	2.2	80	1.8	1.5	80	1.2	8.8	80	7.0	2.9	80	2.3
4. Pop. in the LMA																														
5. Client Pop. Figures																														
6. Educ/Tech Tng Figures																														
7. Other Source (Specify)	70.8	10	7.1	29.2	10	2.9	59.8	10	6.0	25.0	10	2.5	2.2	10	0.2	1.4	10	0.1	2.0	10	0.2	0.9	10	0.1	6.7	10	0.7	1.9	10	0.2
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			57.0			43.0			43.6			37.0			2.8			1.6			2.2			1.6			8.2		2.9	

Employment Data - Census 2000 EEO Data Tool, Statewide Data, Connecticut, Post Secondary Teachers (SOC 251000)

SOC 251000	16020	8284	7736	6590	6255	440	399	385	405	869	677
Title	0	0	0	0	0	0	0	0	0	0	0
Total	16020	8284	7736	6590	6255	440	399	385	405	869	677
Percentage	100.0%	51.7%	48.3%	41.1%	39.0%	2.7%	2.5%	2.4%	2.5%	5.4%	4.2%

Unemployment Data - Characteristics of Job Seekers, December 2013

Title	163	63	100	26	45	14	30	13	18	10	7
Title	0	0	0								0
Total	163	63	100	26	45	14	30	13	18	10	7
Percentage	100.0%	38.7%	61.3%	16.0%	27.6%	8.6%	18.4%	8.0%	11.0%	6.1%	4.3%

Promotable/Transferable Pool - 02/28/2014

Associate Professor	136	76	60	57	52	4	2	3	2	12	4
Title	0	0	0	0	0	0	0	0	0	0	0
Total	136	76	60	57	52	4	2	3	2	12	4
Percentage	100.0%	55.9%	44.1%	41.9%	38.2%	2.9%	1.5%	2.2%	1.5%	8.8%	2.9%

Digest of Ed. Statistics, Table 264, Fall 2011: Professor

Professors	177266	125463	51803	106039	44295	3984	2533	3499	1681	11941	3294
Title	0	0	0								
Total	177266	125463	51803	106039	44295	3984	2533	3499	1681	11941	3294
Percentage	100.0%	70.8%	29.2%	59.8%	25.0%	2.2%	1.4%	2.0%	0.9%	6.7%	1.9%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, CT Total, Post Secondary Teachers (251000)	The hiring area is Nationwide for this job category. However, a small percentage may be recruited from within the state of Connecticut employment pool from other universities, specifically other state universities.	10% value weight as professor positions at CCSU require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches. A small value weight is given as most positions are filled via promotion.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Statewide figures line SOC 25.10 Post Secondary Teachers	Department hiring area is national for this job category; given the fact that hiring at the level of professor requires permanent attainment of a associate professor position prior to appointment, the unemployment data is not utilized.	0% value weight. Positions are filled at this level from those who are currently employed at a lower faculty level. The unemployed is not a viable recruitment source.
Promotable/ Transferable	2014 CCSU Workforce Analysis by Job Classification: Associate Professor	Precise figures for computing racial and sexual composition of persons in promotable positions. The majority of these positions are filled by promotion annually via collective bargaining and the promotional and tenure process.	80% value weight. Value weight is higher for promotions due to promotional and tenure processes in place at the university.
OTHER SOURCE	Digest of Ed. Statistics, Table 264, Fall 2011: Professor	The Hiring area is Nationwide for this job category. Persons currently employed at the professor level are a common recruitment pool.	10% value weight. Professor positions at CCSU require advanced degrees and significant relevant/current experience. A small value weight is given as most positions are filled via promotion. Occasionally a hire may occur through national searches.

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 2 - Faculty
Coaching**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Statewide/National(NCAA)**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	69.1	5	3.5	30.9	5	1.5	58.3	5	2.9	29.9	5	1.5	5.3	5	0.3	0.2	5	0.0	3.1	5	0.2	0.4	5	0.0	2.5	5	0.1	0.4	5	0.0
2. Unemployment in Applicable LMA	60.4	5	3.0	39.6	5	2.0	32.1	5	1.6	15.1	5	0.8	13.2	5	0.7	9.4	5	0.5	5.7	5	0.3	11.3	5	0.6	9.4	5	0.5	3.8	5	0.2
3.Promotable/Transferable Percentage	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0
4.Pop. in the LMA																														
5.Client Pop. Figures																														
6.Educ/Tech Tng Figures																														
7. Other Source (Specify)	75	90	67.5	25	90	22.5	55.5	90	50.0	18.7	90	16.8	15.9	90	14.3	4.9	90	4.4	1.6	90	1.4	0.5	90	0.5	2.1	90	1.9	0.8	90	0.7
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			74.0			26.0			54.5			19.1			15.3			4.9			1.9			1.1			2.5			0.9

Employment Data - Connecticut Occupational Statistics, 2000 Athletes, Coaches, Umps & Related Workers 272020; Ent. & Perf Sports & Rel. Workers (272099)

272020	3183	2235	948	1915	920	155	4	85	14	80	10
272099	232	124	108	75	100	25	4	20	0	4	4
Total	3415	2359	1056	1990	1020	180	8	105	14	84	14
Percentage	100.0%	69.1%	30.9%	58.3%	29.9%	5.3%	0.2%	3.1%	0.4%	2.5%	0.4%

Unemployment Data - Characteristics of Job Seekers, December 2013

SOC (27.20)	53	32	21	17	8	7	5	3	6	5	2
Title	0	0	0	0	0	0	0	0	0	0	0
Total	53	32	21	17	8	7	5	3	6	5	2
Percentage	100.0%	60.4%	39.6%	32.1%	15.1%	13.2%	9.4%	5.7%	11.3%	9.4%	3.8%

Promotable/Transferable Pool - 02/28/2014

Title	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

NCAA Data -All head coaches and assistant coaches in related sports 2012-2013 data

Coaching	18509	13888	4621	10272	3464	2947	912	289	101	380	144
Title	0	0	0	0	0	0	0	0	0	0	0
Total	18509	13888	4621	10272	3464	2947	912	289	101	380	144
Percentage	100.0%	75.0%	25.0%	55.5%	18.7%	15.9%	4.9%	1.6%	0.5%	2.1%	0.8%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, CT Total, Athletes, Coaches, Umps & Related Workers (272020); Ent. & Perf Sports & Rel. Workers (272099).	The hiring area is typically nationwide for this job category; however, positions are filled from local recruitment efforts within the state. Division 1 coaching related positions are highly competitive and require prior experience.	5% value weight as Division 1 coaching related positions at CCSU require relevant/current experience. A lower value weight is give as most hires are recruited primarily through national searches.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Statewide figures line SOC 27.20 Entertainers & Performers, Sports & Related Workers.	University hiring area is statewide/national for this job category; however, statewide unemployment data is utilized. Unemployment figures are used, however a small percentage of positions are filled through the unemployed.	5% value weight. Unemployment figures account for a small % of hires into this category
Promotable/Transferable	N/A	Promotions would be filled within the category due to number of positions within the category resulting in all titles being evaluated together.	0%
NCAA - Division 1 - Coaching	NCAA Division 1 - Race and Demographics Search (Head Coaches and Assistant Coaches in Related Sports)	Recruitment for Division 1 positions comes from those with experience in Division 1 sports and sports related fields.	90% value weight as most positions filled in the University's coaching ranks are filled by those who are currently coaching Division 1 sports.

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 3 - Professional Non-Faculty
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Statewide/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	41.8	30	12.5	58.2	30	17.5	37.2	30	11.2	50.9	30	15.3	2.7	30	0.8	4.0	30	1.2	1.2	30	0.4	2.0	30	0.6	0.8	30	0.2	1.3	30	0.4
2. Unemployment in Applicable LMA	24.6	10	2.5	75.4	10	7.5	10.3	10	1.0	26.6	10	2.7	6	10	0.6	20.8	10	2.1	6.6	10	0.7	20.1	10	2.0	1.8	10	0.2	7.9	10	0.8
3. Promotable/Transferable Percentage	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0
4. Pop. in the LMA																														
5. Client Pop. Figures																														
6. Educ/Tech Tng Figures																														
7. Other Source (Specify)	47.1	60	28.3	52.9	60	31.7	37.8	60	22.7	40.8	60	24.5	3.2	60	1.9	5.3	60	3.2	2.4	60	1.4	3.0	60	1.8	3.8	60	2.3	3.8	60	2.3
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			43.3			56.7			34.9			42.5			3.3			6.5			2.5			4.4			2.7			3.5

Employment Data - 2000 COS, Vol. 2--Statewide Connecticut, Pgs. 2-3, line: Education Administrators (119030)

Educ Admin SOC. 119030	9937	4158	5779	3695	5060	265	395	120	195	78	129
Title	0	0	0	0	0	0	0	0	0	0	0
Total	9937	4158	5779	3695	5060	265	395	120	195	78	129
Percentage	100.0%	41.8%	58.2%	37.2%	50.9%	2.7%	4.0%	1.2%	2.0%	0.8%	1.3%

Unemployment Data - Characteristics of Job Seekers, December 2013 Other Education, Training & Library Occs

SOC 25.90	621	153	468	64	165	37	129	41	125	11	49
Title	0	0	0	0	0	0	0	0	0	0	0
Total	621	153	468	64	165	37	129	41	125	11	49
Percentage	100.0%	24.6%	75.4%	10.3%	26.6%	6.0%	20.8%	6.6%	20.1%	1.8%	7.9%

Promotable/Transferable Pool - 02/28/2014

Title	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

US Dept. Ed. National Center for Education Statistics, IPEDS, July 2012: Professional Staff (Non-Faculty)

Professional Non-Faculty	2618313	1233693	1384620	988566	1069310	84620	138788	62069	77952	98438	98570
Total	2618313	1233693	1384620	988566	1069310	84620	138788	62069	77952	98438	98570
Percentage	100.0%	47.1%	52.9%	37.8%	40.8%	3.2%	5.3%	2.4%	3.0%	3.8%	3.8%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, US Total, Education Administrators (119030)	The hiring area is statewide for this job category. Professional non-faculty and related positions are highly competitive and are often recruited statewide from other universities or state agencies, and/or nationally from similar positions/functions.	30% value weight as professional non-faculty positions at CCSU often require advanced degrees and relevant/current (college level) experience. Most hires occur from those currently employed. Slight decrease in 2014 to reflect that most positions are filled by those currently employed in college/university settings.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Statewide figures line SOC 25.90: Other Education, Training and Library Occupations.	Department hiring area is statewide/national for this job category; however, statewide unemployment data is utilized. Unemployment figures are used, as some vacancies are filled by the unemployed with relevant skills/experience.	10% value weight. Unemployment figures account for a smaller percentage of hires into this category. Reduced in 2014 to 10% as the majority of positions are filled by those currently employed, and most likely those employed in the college/university setting.
Promotable/Transferable	CCSU Workforce Analysis by Job Classification: Due to the level of skills, degree requirements and previous experience in related positions or field; opportunities for promotions do not exist.	Since nearly 100% of these positions are filled through hires, no promotional group has been identified.	0% value weight. Nearly all positions are filled via hiring of outside persons currently performing related functions.
OTHER SOURCE - IPEDS 2012	US Dept. Ed. National Center for Education Statistics, IPEDS, July 2012: Professional Staff (Non-Faculty)	The hiring area is statewide/nationwide for this job category. Professional non-faculty and related positions are highly competitive and are often recruited nationwide from other universities and from similar positions/functions.	60% value weight as professional non-faculty positions at CCSU often require advanced degrees and relevant/current experience. Most hires occur from those currently employed and most often with university/college experience. Increased in 2014 based on most positions requiring experience in a college setting.

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 4 - Clerical
Administrative Assistant**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Hartford County**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	3.5	75	2.6	96.5	75	72.4	2.7	75	2.0	79.1	75	59.3	0.4	75	0.3	10.3	75	7.7	0.3	75	0.2	5.4	75	4.1	0.1	75	0.1	1.7	75	1.3
2. Unemployment in Applicable LMA	6.8	5	0.3	93.2	5	4.7	3.5	5	0.2	52.5	5	2.6	1.2	5	0.1	20.8	5	1.0	1.2	5	0.1	13.1	5	0.7	0.9	5	0.0	6.8	5	0.3
3. Promotable/Transferable Percentage	2.5	20	0.5	97.5	20	19.5	2.5	20	0.5	72.5	20	14.5	0	20	0.0	7.5	20	1.5	0	20	0.0	15	20	3.0	0	20	0.0	2.5	20	0.5
4. Pop. in the LMA																														
5. Client Pop. Figures																														
6. Educ/Tech Tng Figures																														
7. Other Source (Specify)	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			3.4			96.6			2.7			76.4			0.4			10.2			0.3			7.8			0.1			2.1

Employment Data - 2000 COS, Vol. 2, Pgs. 40-41 Hartford County Line: Secretaries and Administrative Assistants (436010)

SOC 436010	13190	460	12730	360	10430	50	1360	35	715	15	225
Title	0	0	0	0	0	0	0	0	0	0	0
Total	13190	460	12730	360	10430	50	1360	35	715	15	225
Percentage	100.0%	3.5%	96.5%	2.7%	79.1%	0.4%	10.3%	0.3%	5.4%	0.1%	1.7%

Unemployment Data - Characteristics of Job Seekers, December 2013

SOC 43.60	427	29	398	15	224	5	89	5	56	4	29
Title	0	0	0	0	0	0	0	0	0	0	0
Total	427	29	398	15	224	5	89	5	56	4	29
Percentage	100.0%	6.8%	93.2%	3.5%	52.5%	1.2%	20.8%	1.2%	13.1%	0.9%	6.8%

Promotable/Transferable Pool - 02/28/2014

Secretary 2	40	1	39	1	29	0	3	0	6	0	1
Title	0	0	0	0	0	0	0	0	0	0	0
Total	40	1	39	1	29	0	3	0	6	0	1
Percentage	100.0%	2.5%	97.5%	2.5%	72.5%	0	7.5%	0	15.0%	0	2.5%

OTHER SOURCE

Title	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, Hartford County LMA Total, Secretaries and Administrative Assistants (436010)	The hiring area is Hartford County for this job category as most clerical rank positions are filled in closer proximity to the University. Administrative Assistants, due to state examination requirements, are often hired from other state agencies who are already employed as administrative assistants or on the state certification list - but presently employed at a lower clerical rank.	75% value weight as administrative assistants require a great deal of clerical skills and experience and most often come from those who are currently employed at the title or with qualifying experience.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Hartford County LMA figures line SOC 43.60 Secretaries and Administrative Assistants	Department hiring area is Hartford County for this job category; Unemployment figures are used; however, a small percentage of positions are filled through the unemployed.	5% value weight. Unemployment figures account for a small % of hires into this category
Promotable/Transferable	CCSU Workforce Analysis by Job Classification: Secretary 2	Precise figures for computing racial and sexual composition of persons in promotable positions. Almost all positions are filled by Hires in this job title. Some promotions do occur; typically from the level of Secretary 2.	20% value weight. Most positions in this category are filled through hires. However, an occasional promotion does occur from the level of Secretary 2.
OTHER SOURCE			

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 4 - Clerical
Secretary 2**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Hartford County**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	3.5	80	2.8	96.5	80	77.2	2.7	80	2.2	79.1	80	63.3	0.4	80	0.3	10.3	80	8.2	0.3	80	0.2	5.4	80	4.3	0.1	80	0.1	1.7	80	1.4
2. Unemployment in Applicable LMA	6.8	10	0.7	93.2	10	9.3	3.5	10	0.4	52.5	10	5.3	1.2	10	0.1	20.8	10	2.1	1.2	10	0.1	13.1	10	1.3	0.9	10	0.1	6.8	10	0.7
3. Promotable/Transferable Percentage	9.1	10	0.9	90.9	10	9.1	0	10	0.0	54.5	10	5.5	9.1	10	0.9	9.1	10	0.9	0	10	0.0	27.3	10	2.7	0	10	0.0	0	10	0.0
4. Pop. in the LMA																														
5. Client Pop. Figures																														
6. Educ/Tech Tng Figures																														
7. Other Source (Specify)	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			4.4			95.6			2.6			74.1			1.3			11.2			0.3			8.3			0.2			2.1

Employment Data - 2000 COS, Vol. 2, Pgs. 40-41, Hartford County Line: Secretaries and Administrative Assistants (436010)

SOC 436010	13190	460	12730	360	10430	50	1360	35	715	15	225
Title	0	0	0	0	0	0	0	0	0	0	0
Total	13190	460	12730	360	10430	50	1360	35	715	15	225
Percentage	100.0%	3.5%	96.5%	2.7%	79.1%	0.4%	10.3%	0.3%	5.4%	0.1%	1.7%

Unemployment Data - Characteristics of Job Seekers, Hartford County Line: SOC 43.60 December 2013

SOC 43.60	427	29	398	15	224	5	89	5	56	4	29
Title	0	0	0	0	0	0	0	0	0	0	0
Total	427	29	398	15	224	5	89	5	56	4	29
Percentage	100.0%	6.8%	93.2%	3.5%	52.5%	1.2%	20.8%	1.2%	13.1%	0.9%	6.8%

Promotable/Transferable Pool - 02/28/2014

Secretary 1	7	1	6	0	4	1	0	0	2	0	0
Processing Technician	4	0	4	0	2	0	1	0	1	0	0
Total	11	1	10	0	6	1	1	0	3	0	0
Percentage	100.0%	9.1%	90.9%	0	54.5%	9.1%	9.1%	0	27.3%	0	0

OTHER SOURCE

Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, Hartford County LMA Total, Secretaries and Administrative Assistants (436010)	The hiring area is Hartford County for this job category as most clerical rank positions are filled in closer proximity to the university. Secretary 2 positions, due to state examination requirements, are often hired from other state agencies who are already employed as secretary 2 or on the state certification list - but presently employed at a lower clerical rank.	80% value weight as secretary 2's require a great deal of clerical skills and experience and most often come from those who are currently employed at the title or with qualifying experience.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Hartford LMA figures line SOC43.60 Secretaries and Administrative Assistants	Department hiring area is Hartford County for this job category; Unemployment figures are used, however a smaller percentage of positions are filled through the unemployed.	10% value weight. Unemployment figures account for a smaller % of hires into this category
Promotable/Transferable	CCSU Workforce Analysis by Job Classification: Secretary 1 & Processing Technicians	Precise figures for computing racial and sexual composition of persons in promotable positions. Almost all positions are filled by hires in this job title. Some promotions do occur typically from the level of Secretary 1 & Processing Technicians.	10% value weight. Most positions in this category are filled through hires. However, an occasional promotion does occur from the level of Secretary 1 & Processing Technicians.
OTHER SOURCE			

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

EEO 4 - Clerical
All Titles except Sec 2 and Admin Asst

REPORTING DATE:
LABOR MARKET AREA:

02/28/14
Hartford County

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE					
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	24.9	60	14.9	75.1	60	45.1	17.9	60	10.7	52.7	60	31.6	3.8	60	2.3	12.5	60	7.5	2.1	60	1.3	7.2	60	4.3	1.1	60	0.7	2.6	60	1.6			
2. Unemployment in Applicable LMA	26.4	40	10.6	73.6	40	29.4	11.3	40	4.5	31.5	40	12.6	5.9	40	2.4	22.2	40	8.9	6.3	40	2.5	10.7	40	4.3	2.9	40	1.2	9.2	40	3.7			
3. Promotable/Transferable Percentage	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0
4. Pop. in the LMA																																	
5. Client Pop. Figures																																	
6. Educ/Tech Tng Figures																																	
7. Other Source (Specify)	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
8. Other Source (Specify)																																	
FINAL AVAILABILITY BASE PERCENTAGE			25.5			74.5			15.2			44.2			4.7			16.4			3.8			8.6			1.9			5.3			

Employment Data - 2000 COS, Vol. 2, Pgs. 40-41, Hartford County LMA: Other Office and Admin, Support Workers (439000)

SOC 439000	15691	3908	11783	2804	8275	595	1960	336	1134	173	414
Title	0	0	0	0	0	0	0	0	0	0	0
Total	15691	3908	11783	2804	8275	595	1960	336	1134	173	414
Percentage	100.0%	24.9%	75.1%	17.9%	52.7%	3.8%	12.5%	2.1%	7.2%	1.1%	2.6%

Unemployment Data - Characteristics of Job Seekers, December 2013

SOC 43.90	934	247	687	106	294	55	207	59	100	27	86
Title	0	0	0	0	0	0	0	0	0	0	0
Total	934	247	687	106	294	55	207	59	100	27	86
Percentage	100.0%	26.4%	73.6%	11.3%	31.5%	5.9%	22.2%	6.3%	10.7%	2.9%	9.2%

Promotable/Transferable Pool - 02/28/2014

Title	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE

Title	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, Hartford County LMA, Other Office and Admin, Support Workers (439000)	The hiring area is Hartford County for this job category as most clerical rank positions are filled in closer proximity to the University. Some clerical titles require state examination certification which often requires work history and are often currently employed. Some hires come from those in the same title form other state agencies.	60% value weight as clerical positions require a great deal of clerical skills and experience and most often come from those who are currently employed at the title or with qualifying experience. Modified in 2014 from 75% to 60% to reflect recruitment from the unemployed.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Htfd County LMA figures line SOC 43.90 Other Office and Admin, Support Workers.	Department hiring area is Hartford County for this job category; Unemployment figures are used, however a slightly smaller percentage of positions are filled through the unemployed.	40% value weight. Unemployment figures account for a slightly smaller % of hires into this category. Modified in 2014 from 25% to 40% to reflect recruitment market for these positions given the current economic climate.
Promotable/Transferable	There are no promotable positions into this category	N/A	N/A
OTHER SOURCE			

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 5 - Technical/Paraprofessional
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Hartford County**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	25.1	80	20.1	74.9	80	59.9	18.0	80	14.4	52.8	80	42.2	3.9	80	3.1	12.3	80	9.8	2.2	80	1.8	7.1	80	5.7	1.1	80	0.9	2.6	80	2.1
2. Unemployment in Applicable LMA	41.8	20	8.4	58.2	20	11.6	26.1	20	5.2	27.2	20	5.4	6.3	20	1.3	12.4	20	2.5	6.3	20	1.3	11.3	20	2.3	3.0	20	0.6	7.4	20	1.5
3.Promotable/Transferable Percentage	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
4.Pop. in the LMA																														
5.Client Pop. Figures																														
6.Educ/Tech Tng Figures																														
7. Other Source (Specify)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			28.5			71.5			19.6			47.6			4.4			12.3			3.1			8.0			1.5			3.6

Employment Data - 2000 COS, Vol. 2, Pgs. 32-33 & 40-41, Hartford County Line: Library Technicians (254031) & Other Office and Admin. Support Workers (439000)

SOC 254031	180	80	100	45	100	25	0	10	0	0	0
SOC 43900	15691	3908	11783	2804	8275	595	1960	336	1134	173	414
Total	15871	3988	11883	2849	8375	620	1960	346	1134	173	414
Percentage	100.0%	25.1%	74.9%	18.0%	52.8%	3.9%	12.3%	2.2%	7.1%	1.1%	2.6%

Unemployment Data - Characteristics of Job Seekers, Hartford County Line, December 2013

SOC 13.20	230	111	119	82	68	13	19	7	14	9	18
SOC 25.90	134	41	93	13	31	10	26	16	27	2	9
Total	364	152	212	95	99	23	45	23	41	11	27
Percentage	100.0%	41.8%	58.2%	26.1%	27.2%	6.3%	12.4%	6.3%	11.3%	3.0%	7.4%

Promotable/Transferable Pool - 02/28/2014

Title	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE

Title	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, Hartford County LMA, Library Technicians (254031) and Other Office and Admin Support Workers (439000)	The hiring area is Hartford County for this job category as positions at this level are often recruited from areas closer to the university.	80% value weight as paraprofessional positions often require a specialty skill, most often acquired through work experience. Most of these positions are filled by those presently employed.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Hartford County, figures line SOC 13.20 Financial Specialists and SOC 25.90 Other Education, Training, & Library Occupations.	Department hiring area is Hartford County for this job category as positions at this level are often recruited locally. Unemployment figures are used, however a smaller percentage of positions are filled through the unemployed.	20% value weight. Unemployment figures account for a small % of hires into this category
Promotable/Transferable	There is no promotable/transferable pool identified	N/A	N/A
OTHER SOURCE			

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Protective Service
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Hartford County**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	87.3	80	69.8	12.7	80	10.2	72.6	80	58.1	8.8	80	7.0	8.4	80	6.7	1.3	80	1.0	5.1	80	4.1	2.1	80	1.7	1.1	80	0.9	0.5	80	0.4
2. Unemployment in Applicable LMA	72.1	20	14.4	27.9	20	5.6	28.9	20	5.8	6.5	20	1.3	24.4	20	4.9	12.9	20	2.6	10.4	20	2.1	8.0	20	1.6	8.5	20	1.7	0.5	20	0.1
3. Promotable/Transferable Percentage	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
4. Pop. in the LMA																														
5. Client Pop. Figures																														
6. Educ/Tech Tng Figures																														
7. Other Source (Specify)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			84.2			15.8			63.9			8.3			11.6			3.6			6.2			3.3			2.6			0.5

Employment Data - Connecticut Occupational Statistics, 2000, Vol. 2, Pgs. 36-37, Hartford County Line: First-Line Super./Mgr., Prot. Svc Wrkr (331000), Police Officer (333050) & Detectives & Criminal Invest. (333021)

331000	1091	964	127	765	115	150	4	35	4	14	4
333050	1609	1399	210	1195	115	85	30	105	55	14	10
333021	136	112	24	100	20	4	4	4	0	4	0
Total	2836	2475	361	2060	250	239	38	144	59	32	14
Percentage	100.0%	87.3%	12.7%	72.6%	8.8%	8.4%	1.3%	5.1%	2.1%	1.1%	0.5%

Unemployment Data - Characteristics of Job Seekers, Hartford County, December 2013

SOC 33.00	201	145	56	58	13	49	26	21	16	17	1
Title	0	0	0	0	0	0	0	0	0	0	0
Total	201	145	56	58	13	49	26	21	16	17	1
Percentage	100.0%	72.1%	27.9%	28.9%	6.5%	24.4%	12.9%	10.4%	8.0%	8.5%	0.5%

Promotable/Transferable Pool - 02/28/2014

Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE

Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, Hartford County Line: First-Line Super./Mgr., Prot. Svc Wrkr (331000), Police Officer (333050) & Detectives & Criminal Invest. (333021)	The hiring area is Hartford County for this job category. These positions are most often recruited locally. The titles chosen closely reflect the duties and functions of custodians at CCSU.	80% value weight as protective service positions at CCSU require relevant and current experience. Most positions are filled by those already employed, and most often with local police departments.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Hartford LMA figures line SOC 33.00 Protective Service Occupations.	The hiring area is Hartford County for this job category. These positions are most often recruited locally. The titles chosen closely reflect the duties and functions of custodians at CCSU.	20% value weight as protective service positions at CCSU require relevant and current experience. Most positions are filled by those already employed, and most often with local police departments.
Promotable/Transferable	There are no promotable positions into this category.	N/A	N/A
OTHER SOURCE			

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 6 - Skilled Crafts
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Hartford County**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE				
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW
1. Employment data in the applicable LMA	97.6	75	73.2	2.4	75	1.8	78.6	75	59.0	1.8	75	1.4	7.5	75	5.6	0.2	75	0.2	8.9	75	6.7	0.3	75	0.2	2.7	75	2.0	0.1	75	0.1		
2. Unemployment in Applicable LMA	97.7	20	19.5	2.3	20	0.5	59.7	20	11.9	0.5	20	0.1	11.5	20	2.3	0.1	20	0.0	21.2	20	4.2	1.1	20	0.2	5.3	20	1.1	0.5	20	0.1		
3. Promotable/Transferable Percentage	100.0	5	5.0	0.0	5	0.0	60.0	5	3.0	0.0	5	0.0	20.0	5	1.0	0.0	5	0.0	20.0	5	1.0	0.0	5	0.0	0.0	5	0.0	0.0	5	0.0		
4. Pop. in the LMA																																
5. Client Pop. Figures																																
6. Educ/Tech Tng Figures																																
7. Other Source (Specify)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0		
8. Other Source (Specify)																																
FINAL AVAILABILITY BASE PERCENTAGE			97.7			2.3			73.9			1.5			8.9			0.2			11.9			0.4			3.1			0.2		

Employment Data - 2000 COS, Vol. 2, Pgs. 41-42, Hartford County Line: Construction Trades Workers

SOC 472000	14415	14076	339	11330	257	1074	25	1281	39	391	18
	0	0	0	0	0	0	0	0	0	0	0
Total	14415	14076	339	11330	257	1074	25	1281	39	391	18
Percentage	100.0%	97.6%	2.4%	78.6%	1.8%	7.5%	0.2%	8.9%	0.3%	2.7%	0.1%

Unemployment Data - Characteristics of Job Seekers, Hartford County Line December 2013

SOC 47.20	791	773	18	472	4	91	1	168	9	42	4
SOC	0	0	0	0	0	0	0	0	0	0	0
Total	791	773	18	472	4	91	1	168	9	42	4
Percentage	100.0%	97.7%	2.3%	59.7%	0.5%	11.5%	0.1%	21.2%	1.1%	5.3%	0.5%

Promotable/Transferable Pool - 02/28/2014

General Trades Workers	5	5	0	3	0	1	0	1	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	5	5	0	3	0	1	0	1	0	0	0
Percentage	100.0%	100.0%	0	60.0%	0	20.0%	0	20.0%	0	0	0

OTHER SOURCE

Title	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, Hartford County LMA, Construction Trades Workers (472000)	The hiring area is Hartford County for this job category. Skilled laborers are most often recruited locally. The titles chosen closely reflect the duties and functions of skilled craft workers at CCSU.	75% value weight as skilled craft positions at CCSU require relevant and applied experience and specific skills. Most positions are filled by those already employed.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Hartford LMA figures line SOC 47.20 Construction Trades Workers.	The hiring area is Hartford County for this job category. These positions are most often recruited locally. The titles chosen closely reflect the duties and functions of skilled craft workers at CCSU.	20% value weight as skilled craft positions at CCSU often required relevant experience and specific skills. However, most are filled by those presently employed.
Promotable/Transferable	CCSU Workforce Analysis by Job Classification: General trades workers	Precise figures for computing racial and sexual composition of persons in promotable positions. Almost all positions are filled by hires in this job title. Some promotions do occur from general trades workers	5% value weight. Most positions in this category are filled though hires. However, an occasional promotion can occur from general trades workers.
OTHER SOURCE			

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 7 - Service Maintenance
Custodian**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Hartford County**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE				
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW
1. Employment data in the applicable LMA	78.5	80	62.8	21.5	80	17.2	46.1	80	36.9	10.5	80	8.4	11.7	80	9.4	3.5	80	2.8	17.7	80	14.2	6.7	80	5.4	3.0	80	2.4	0.7	80	0.6		
2. Unemployment in Applicable LMA	48.3	20	9.7	51.7	20	10.3	12.0	20	2.4	11.6	20	2.3	10.3	20	2.1	8.2	20	1.6	22.3	20	4.5	28.4	20	5.7	3.8	20	0.8	3.4	20	0.7		
3. Promotable/Transferable Percentage	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0		
4. Pop. in the LMA																																
5. Client Pop. Figures																																
6. Educ/Tech Tng Figures																																
7. Other Source (Specify)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0		
8. Other Source (Specify)																																
FINAL AVAILABILITY BASE PERCENTAGE			72.5			27.5			39.3			10.7			11.5			4.4			18.7			11.1			3.2			1.3		

Employment Data - Connecticut Occupational Statistics, 2000, Vol. 2, Pgs. 38-39, Hartford County Line: Janitors and Building Cleaners (37201x)

SOC 37201X	6088	4778	1310	2805	640	715	215	1075	410	183	45
Title	0	0	0	0	0	0	0	0	0	0	0
Total	6088	4778	1310	2805	640	715	215	1075	410	183	45
Percentage	100.0%	78.5%	21.5%	46.1%	10.5%	11.7%	3.5%	17.7%	6.7%	3.0%	0.7%

Unemployment Data - Characteristics of Job Seekers, Hartford County, December 2013

SOC 37.20	292	141	151	35	34	30	24	65	83	11	10
Title	0	0	0	0	0	0	0	0	0	0	0
Total	292	141	151	35	34	30	24	65	83	11	10
Percentage	100.0%	48.3%	51.7%	12.0%	11.6%	10.3%	8.2%	22.3%	28.4%	3.8%	3.4%

Promotable/Transferable Pool - 02/28/2014

Title	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE

Title	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, Hartford County LMA, Janitors and Building Cleaners (37201x)	The hiring area is Hartford County for this job category. These positions are most often recruited locally. The titles chosen closely reflect the duties and functions of custodians at CCSU.	80% value weight as custodian positions at CCSU require relevant (often school environment) experience. Most positions are filled by those already employed.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Hartford LMA figures line SOC 37.20 Building Cleaning and Pest Control Workers.	The hiring area is Hartford County for this job category. These positions are most often recruited locally. The titles chosen closely reflect the duties and functions of custodians at CCSU.	20% value weight as custodian positions at CCSU require relevant (often school environment) experience. Lower value weight as positions are often filled by those already employed.
Promotable/Transferable	There are no promotable positions into this category.	N/A	N/A
OTHER SOURCE			

**CENTRAL CONNECTICUT STATE UNIVERSITY
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 7 - Service Maintenance
All Titles except Custodians**

REPORTING DATE:
LABOR MARKET AREA:

**02/28/14
Hartford County**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			OTHER MALE			OTHER FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	96.5	60	57.9	3.5	60	2.1	77.3	60	46.4	2.6	60	1.6	7.6	60	4.6	0.3	60	0.2	8.9	60	5.3	0.5	60	0.3	2.6	60	1.6	0.1	60	0.1
2. Unemployment in Applicable LMA	96.9	20	19.4	3.1	20	0.6	58.7	20	11.7	0.6	20	0.1	11.5	20	2.3	0.4	20	0.1	21.4	20	4.3	1.6	20	0.3	5.3	20	1.1	0.5	20	0.1
3. Promotable/Transferable Percentage	63.6	20	12.7	36.4	20	7.3	39.4	20	7.9	24.2	20	4.8	9.1	20	1.8	0.0	20	0.0	15.2	20	3.0	12.1	20	2.4	0.0	20	0.0	0.0	20	0.0
4. Pop. in the LMA																														
5. Client Pop. Figures																														
6. Educ/Tech Tng Figures																														
7. Other Source (Specify)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			90.0			10.0			66.0			6.5			8.7			0.3			12.6			3.0			2.7			0.2

Employment Data - 2000 COS, Vol. 2, Pgs. 36-37, Hartford County Line: Super, Bldg. and Grounds, Cleaning and Maintenance Worker (371000); Construction Trade Workers (472000)

SOC 371000	883	683	200	500	135	94	25	85	40	4	0
SOC 472000	14415	14076	339	11330	257	1074	25	1281	39	391	18
Total	15298	14759	539	11830	392	1168	50	1366	79	395	18
Percentage	100.0%	96.5%	3.5%	77.3%	2.6%	7.6%	0.3%	8.9%	0.5%	2.6%	0.1%

Unemployment Data - Characteristics of Job Seekers, Hartford County, December 2013

SOC 37.10 (HTFD)	23	16	7	6	1	3	2	6	4	1	0
SOC 47.20 (HTFD)	791	773	18	472	4	91	1	168	9	42	4
Total	814	789	25	478	5	94	3	174	13	43	4
Percentage	100.0%	96.9%	3.1%	58.7%	0.6%	11.5%	0.4%	21.4%	1.6%	5.3%	0.5%

Promotable/Transferable Pool - 02/28/2014

Custodians	33	21	12	13	8	3	0	5	4	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	33	21	12	13	8	3	0	5	4	0	0
Percentage	100.0%	63.6%	36.4%	39.4%	24.2%	9.1%	0	15.2%	12.1%	0	0

OTHER SOURCE

Title	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, Hartford County LMA, Super, Bldg. and Grounds, Cleaning and Maintenance Worker (371000); Construction Trade Workers (472000)	The hiring area is Hartford County for this job category. These positions are most often recruited locally. The titles chosen closely reflect the duties and functions for service maintenance titles at CCSU.	60% value weight as these positions at CCSU require relevant (often school environment) experience. Most positions are filled by those already employed.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2013, Hartford LMA figures line SOC 37.10 Supervisors of Bldg./Grounds Cleaning & SOC 47.20 Maintenance Workers & Construction Trades Workers	The hiring area is Hartford County for this job category. These positions are most often recruited locally. The titles chosen closely reflect the duties and functions for service maintenance titles at CCSU.	20% value weight as these positions at CCSU require relevant (often school environment) experience. Lower value weight as positions are often filled by those already employed.
Promotable/Transferable	CCSU Workforce Analysis by Job Classification: Custodian	Precise figures for computing racial and sexual composition of persons in promotable positions. Almost all positions are filled by Hires in this job title. Some promotions do occur; typically from the level of custodian	20% value weight. Most positions in this category are filled through hires. However, an occasional promotion does occur from the level of custodian
OTHER SOURCE			

CONNECTICUT OCCUPATIONAL STATISTICS
for Equal Employment Opportunity and Affirmative Action Planning
2000 Census of Population and Housing - Special EEO Tabulation

Statewide

Occupation	Total All Races *	Total Civilian Labor Force				White Non-Hispanic				Black Non-Hispanic	
		Male	%	Female	%	Male	%	Female	%	Male	%
<i>Total Civilian Labor Force</i>	<i>1,757,139</i>	<i>918,028</i>	<i>52.2</i>	<i>838,344</i>	<i>47.7</i>	<i>744,504</i>	<i>42.4</i>	<i>664,879</i>	<i>37.8</i>	<i>62,231</i>	<i>3.5</i>
MGMT., BUSINESS, & FIN. OCCS. (110000)	269,675	169,068	59.0	110,547	41.0	144,195	53.5	96,010	35.0	5,010	1.9
<i>Management Occupations (110001)</i>	<i>175,185</i>	<i>112,049</i>	<i>64.5</i>	<i>62,224</i>	<i>35.5</i>	<i>102,780</i>	<i>58.7</i>	<i>55,135</i>	<i>31.5</i>	<i>3,058</i>	<i>1.7</i>
Top Executives (111000)	34,085	27,181	79.7	6,908	20.3	25,440	74.6	6,360	18.7	430	1.3
Chief Executives (111011)	21,345	17,743	83.1	3,604	16.9	16,790	78.7	3,435	16.1	205	1.0
General & Operations Mgrs. (111021)	12,395	9,224	74.4	3,169	25.6	8,450	68.2	2,840	22.9	225	1.8
Legislators (111031)	345	214	62.0	135	39.1	200	58.0	85	24.6	0	0.0
Advert., Marketing, Promo., Pub. Rel. (112000)	23,610	13,866	58.7	9,735	41.2	12,820	54.3	8,820	37.4	360	1.5
Advertising & Promotions Mgrs. (112011)	1,495	659	44.1	832	55.7	620	41.5	820	54.8	10	0.7
Marketing & Sales Mgrs. (112020)	21,120	12,774	60.5	8,345	39.5	11,790	55.8	7,495	35.5	335	1.6
Public Relations Mgrs. (112031)	995	433	43.5	558	56.1	410	41.2	505	50.8	15	1.5
Operations Specialties Mgrs. (113000)	42,525	25,851	60.8	16,668	39.2	23,445	55.1	14,575	34.3	744	1.7
Administrative Services Mgrs. (113011)	1,635	1,040	63.6	594	36.3	865	59.0	535	32.7	20	1.2
Computer & Info. Systems Mgrs. (113021)	6,010	4,245	70.6	1,763	29.3	3,855	64.1	1,620	27.0	120	2.0
Financial Managers (113031)	18,780	10,618	56.5	8,163	43.4	9,705	51.6	7,145	38.0	219	1.2
Human Resources Mgrs. (113040)	6,100	2,630	43.1	3,473	56.9	2,170	35.6	3,045	49.9	240	3.9
Industrial Production Mgrs. (113051)	4,675	3,684	78.8	990	21.2	3,415	73.0	815	17.4	85	1.4
Purchasing Managers (113061)	2,955	1,680	56.9	1,275	43.1	1,600	54.1	1,045	35.4	20	0.7
Transp., Storage, & Dist. Mgrs. (113071)	2,360	1,954	82.8	410	17.4	1,735	73.5	370	15.7	60	2.5
Other Management Occupations (119000)	74,965	46,051	61.4	28,913	38.6	41,075	54.8	25,380	33.9	1,524	2.0
Farm, Ranch, & Other Agric. Mgrs. (119011)	975	679	69.6	300	30.8	545	55.9	280	28.7	35	3.6
Farmers & Ranchers (119012)	1,265	985	78.7	275	21.7	985	77.9	265	20.9	0	0.0
Construction Managers (119021)	7,480	7,083	94.7	398	5.3	8,720	89.8	360	4.8	99	1.3
Education Administrators (119030)	9,935	4,158	41.9	5,779	58.2	3,695	37.2	5,060	50.9	265	2.7
Engineering Managers (119041)	2,360	2,214	93.8	145	6.1	2,000	84.7	145	6.1	40	1.7
Food Service Managers (119051)	7,820	4,873	62.3	2,944	37.6	3,835	49.0	2,530	32.4	160	2.0
Funeral Directors (119061)	580	509	87.8	70	12.1	455	78.4	70	12.1	35	6.0
Gaming Managers (119071)	385	228	59.2	154	40.0	220	57.1	135	35.1	0	0.0
Lodging Managers (119081)	865	454	52.5	410	47.4	340	39.3	325	37.0	45	5.2
Medical & Health Services Mgrs. (119111)	6,200	1,834	29.6	4,358	70.3	1,650	26.6	3,905	63.0	60	1.0
Natural Sciences Managers (119121)	360	250	69.4	110	30.6	200	55.6	100	27.8	0	0.0
Postmasters & Mail Superintendents (119131)	275	175	63.6	105	38.2	165	60.0	95	34.5	0	0.0
Prop., Real Est., & Comm. Assoc. Mgrs. (119141)	4,475	2,675	59.8	1,798	40.2	2,410	53.9	1,610	36.0	100	2.2
Social & Community Service Managers (119151)	3,550	1,109	31.2	2,438	68.7	880	24.8	2,015	56.8	190	5.4
Managers, All Other (119199)	28,440	18,815	66.2	9,629	33.9	16,975	59.7	8,485	29.8	495	1.7
<i>Business & Financial Oper. Occs. (130001)</i>	<i>94,490</i>	<i>46,119</i>	<i>48.8</i>	<i>48,323</i>	<i>51.1</i>	<i>41,415</i>	<i>43.8</i>	<i>40,876</i>	<i>43.3</i>	<i>1,952</i>	<i>2.1</i>
Business Operations Specialists (131000)	45,645	20,718	45.4	24,907	54.6	18,410	40.3	21,075	46.2	933	2.0
Agents & Bus. Mgrs. of Artists, Etc. (131011)	455	210	46.2	240	52.7	190	41.8	220	48.4	10	2.2
Purch. Agts & Buyers, Farm Prod. (131021)	80	40	50.0	40	50.0	40	50.0	30	37.5	0	0.0
Wholesale & Retail Buyers, Exc. Farm Prod. (131022)	2,805	1,223	43.6	1,588	56.6	1,115	39.8	1,390	49.6	40	1.4
Purch. Agts, Exc. Wholesale, Retail, Etc. (131023)	4,015	1,887	47.0	2,123	52.9	1,725	43.0	1,960	48.8	80	2.0
Claims Adj., Appr., Examiners, & Invest. (131030)	6,275	2,134	34.0	4,134	65.9	1,865	29.7	3,405	54.3	175	2.8
Compliance Officers, Exc. Agt., Etc. (131041)	1,445	724	50.1	720	49.8	590	40.8	590	40.8	70	4.8
Cost Estimators (131051)	1,205	1,074	89.1	130	10.8	1,060	88.0	110	9.1	0	0.0
Human Res., Training, & Labor Rel. Spec. (131070)	12,900	4,408	34.2	8,500	65.9	3,825	29.7	6,970	54.0	270	2.1
Logisticians (131081)	450	287	59.3	172	38.2	255	56.7	150	33.3	4	0.9
Management Analysts (131111)	12,235	7,304	59.7	4,933	40.3	6,540	53.5	4,375	35.8	144	1.2
Meeting & Convention Planners (131121)	705	115	16.3	594	84.3	80	11.3	535	75.9	35	5.0
Other Business Operations Specialists (1311XX)	3,075	1,332	43.3	1,733	56.4	1,125	36.6	1,340	43.6	105	3.4
Financial Specialists (132000)	48,845	25,401	52.0	23,416	47.9	23,005	47.1	19,800	40.5	1,019	2.1
Accountants & Auditors (132011)	27,965	13,848	49.5	14,114	50.5	12,445	44.5	11,825	42.3	664	2.4
Appraisers & Assessors of Real Estate (132021)	1,410	839	59.5	570	40.4	785	55.7	560	39.7	40	2.8

CONNECTICUT OCCUPATIONAL STATISTICS
for Equal Employment Opportunity and Affirmative Action Planning
2000 Census of Population and Housing - Special EEO Tabulation

Statewide

Black Non-Hispanic		Hispanic in Any Race				All Other Non-Hispanic				Occupation
Female	%	Male	%	Female	%	Male	%	Female	%	
76,358	4.3	70,774	4.0	63,532	3.6	40,519	2.3	33,575	1.9	Total Civilian Labor Force
0,910	2.6	4,448	1.6	3,678	1.4	5,415	2.0	3,949	1.5	MGMT., BUSINESS, & FIN. OCCS. (110000)
3,173	1.8	3,276	1.9	1,870	1.1	3,835	2.2	2,046	1.2	Management Occupations (110001)
290	0.9	575	1.7	135	0.4	736	2.2	123	0.4	Top Executives (111000)
60	0.3	285	1.3	50	0.2	463	2.2	59	0.3	Chief Executives (111011)
200	1.6	290	2.3	65	0.5	259	2.1	64	0.5	General & Operations Mgrs. (111021)
30	8.7	0	0.0	20	5.8	14	4.1	0	0.0	Legislators (111031)
334	1.4	282	1.2	223	0.9	404	1.7	358	1.5	Advert., Marketing, Promo., Pub. Rel. (112000)
4	0.3	14	0.9	4	0.3	15	1.0	4	0.3	Advertising & Promotions Mgrs. (112011)
285	1.3	260	1.2	215	1.0	389	1.8	350	1.7	Marketing & Sales Mgrs. (112020)
45	4.5	8	0.8	4	0.4	0	0.0	4	0.4	Public Relations Mgrs. (112031)
910	2.1	875	2.1	528	1.2	787	1.9	655	1.5	Operations Specialties Mgrs. (113000)
0	0.0	35	2.1	34	2.1	20	1.2	25	1.5	Administrative Services Mgrs. (113011)
70	1.2	85	1.4	19	0.3	185	3.1	54	0.9	Computer & Info. Systems Mgrs. (113021)
480	2.6	315	1.7	230	1.2	379	2.0	308	1.6	Financial Managers (113031)
215	3.5	140	2.3	120	2.0	80	1.3	93	1.5	Human Resources Mgrs. (113040)
45	1.0	140	3.0	45	1.0	64	1.4	85	1.8	Industrial Production Mgrs. (113051)
75	2.5	45	1.5	65	2.2	15	0.5	90	3.0	Purchasing Managers (113081)
25	1.1	115	4.9	15	0.6	44	1.9	0	0.0	Transp., Storage, & Dist. Mgrs. (113071)
1,639	2.2	1,544	2.1	984	1.3	1,908	2.5	910	1.2	Other Management Occupations (119000)
0	0.0	65	6.7	20	2.1	34	3.5	0	0.0	Farm, Ranch, & Other Agric. Mgrs. (119011)
0	0.0	10	0.8	10	0.8	0	0.0	0	0.0	Farmers & Ranchers (119012)
20	0.3	185	2.5	4	0.1	79	1.1	14	0.2	Construction Managers (119021)
395	4.0	120	1.2	195	2.0	78	0.8	129	1.3	Education Administrators (119030)
0	0.0	85	3.6	0	0.0	89	3.8	0	0.0	Engineering Managers (119041)
115	1.5	365	4.7	135	1.7	513	6.6	164	2.1	Food Service Managers (119051)
0	0.0	15	2.6	0	0.0	4	0.7	0	0.0	Funeral Directors (119061)
0	0.0	0	0.0	15	3.9	8	2.1	4	1.0	Gaming Managers (119071)
20	2.3	4	0.5	0	0.0	65	7.5	65	7.5	Lodging Managers (119081)
244	3.9	50	0.8	95	1.5	74	1.2	114	1.8	Medical & Health Services Mgrs. (119111)
0	0.0	0	0.0	0	0.0	50	13.9	10	2.8	Natural Sciences Managers (119121)
0	0.0	10	3.6	10	3.6	0	0.0	0	0.0	Postmasters & Mail Superintendents (119131)
90	2.0	130	2.9	60	1.3	35	0.8	38	0.8	Prop., Real Est., & Comm. Assoc. Mgrs. (119141)
280	7.3	35	1.0	110	3.1	4	0.1	53	1.5	Social & Community Service Managers (119151)
495	1.7	470	1.7	330	1.2	875	3.1	319	1.1	Managers, All Other (119199)
3,737	4.0	1,172	1.2	1,808	1.9	1,580	1.7	1,903	2.0	Business & Financial Oper. Occs. (130001)
2,098	4.6	555	1.2	962	2.1	820	1.8	772	1.7	Business Operations Specialists (131000)
10	2.2	0	0.0	0	0.0	10	2.2	10	2.2	Agents & Bus. Mgrs. of Artists, Etc. (131011)
10	12.5	0	0.0	0	0.0	0	0.0	0	0.0	Purch. Agts & Buyers, Farm Prod. (131021)
84	3.4	29	1.0	80	2.9	39	1.4	24	0.9	Wholesale & Retail Buyers, Exc. Farm Prod. (131022)
95	2.4	34	0.8	34	0.8	48	1.2	34	0.8	Purch. Agts, Exc. Wholesale, Retail, Etc. (131023)
470	7.5	40	0.6	145	2.3	54	0.9	114	1.8	Claims Adj., Appr., Examiners, & Invest. (131030)
35	2.4	45	3.1	25	1.7	19	1.3	70	4.8	Compliance Officers, Exc. Agril., Etc. (131041)
0	0.0	10	0.8	0	0.0	4	0.3	20	1.7	Cost Estimators (131051)
860	6.7	160	1.2	400	3.1	153	1.2	270	2.1	Human Res., Training, & Labor Rel. Spec. (131070)
4	0.9	8	1.8	8	1.8	0	0.0	10	2.2	Logisticians (131081)
325	2.7	190	1.6	120	1.0	430	3.5	113	0.9	Management Analysts (131111)
10	1.4	0	0.0	30	4.3	0	0.0	19	2.7	Meeting & Convention Planners (131121)
185	6.0	39	1.3	120	3.9	63	2.0	88	2.9	Other Business Operations Specialists (1311XX)
1,639	3.4	617	1.3	846	1.7	760	1.6	1,131	2.3	Financial Specialists (132000)
985	3.5	335	1.2	485	1.7	404	1.4	819	2.9	Accountants & Auditors (132011)
10	0.7	4	0.3	0	0.0	10	0.7	0	0.0	Appraisers & Assessors of Real Estate (132021)

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Occupation	Total All Races *	Total Civilian Labor Force				White Non-Hispanic				Black Non-Hispanic	
		Male	%	Female	%	Male	%	Female	%	Male	%
Physical Scientists (192000)	6,465	4,242	65.8	2,215	34.3	3,460	53.5	1,584	24.2	20	0.3
Astronomers & Physicists (192010)	195	169	86.7	25	12.8	155	79.5	25	12.8	0	0.0
Atmospheric & Space Scientists (192021)	80	70	87.5	4	5.0	70	87.5	4	5.0	0	0.0
Chemists & Materials Scientists (192030)	2,445	1,605	65.6	844	34.5	1,375	56.2	605	24.7	0	0.0
Environ. Scientists & Geoscientists (192040)	745	573	76.9	165	22.1	550	73.8	155	20.8	0	0.0
Physical Scientists, All Other (192099)	3,000	1,825	60.8	1,177	39.2	1,310	43.7	775	25.8	20	0.7
Social Scientists & Related Workers (193000)	6,165	2,749	44.6	3,400	55.2	2,540	41.2	3,110	50.4	57	0.9
Economists (193011)	340	235	69.1	100	29.4	205	60.3	80	23.5	0	0.0
Market & Survey Researchers (193020)	1,705	813	47.7	889	52.1	785	46.0	775	45.5	4	0.2
Psychologists (193030)	3,410	1,235	36.2	2,178	63.9	1,110	32.6	2,030	59.5	35	1.0
Urban & Regional Planners (193051)	295	204	69.2	84	28.5	190	64.4	80	27.1	10	3.4
Misc. Soc. Scientists, Incl. Sociologists (1930XX)	415	262	63.1	149	35.9	250	60.2	145	34.9	8	1.9
Life, Physical, & Soc. Science Techs. (194000)	3,355	1,863	55.5	1,483	44.2	1,490	44.4	1,155	34.4	94	2.8
Agric. & Food Science Technicians (194011)	195	131	67.2	69	30.3	80	41.0	45	23.1	4	2.1
Biological Technicians (194021)	140	85	60.7	60	42.9	70	50.0	50	35.7	0	0.0
Chemical Technicians (194031)	1,110	788	71.9	309	27.8	620	55.9	190	17.1	50	4.5
Geological & Petroleum Technicians (194041)	60	45	75.0	15	25.0	45	75.0	15	25.0	0	0.0
Misc. Life, Phy., & Soc. Sci. Techs. (1940XX)	1,850	804	43.5	1,040	56.2	675	36.5	855	46.2	40	2.2
Community & Social Services Occs. (210001)	27,980	9,800	35.0	18,176	65.0	7,190	25.7	13,020	46.5	1,674	5.6
Counselors, Soc. Workers, & Others (211000)	23,000	6,472	28.1	16,523	71.8	4,420	19.2	11,555	50.2	1,329	5.8
Counselors (211010)	8,660	2,865	33.1	5,794	66.9	2,055	23.7	4,355	50.3	565	6.5
Social Workers (211020)	10,910	2,408	22.1	8,494	77.9	1,530	14.0	5,860	53.7	519	4.8
Misc. Comm. & Soc. Serv. Specialists (211090)	3,430	1,199	35.0	2,235	65.2	835	24.3	1,340	39.1	245	7.1
Religious Workers (212000)	4,980	3,328	66.8	1,653	33.2	2,770	55.6	1,465	29.4	245	4.9
Clergy (212011)	3,590	2,909	81.0	679	18.9	2,445	68.1	600	16.7	205	5.7
Directors, Religious Activities & Educ. (212021)	355	100	28.2	254	71.5	100	28.2	250	70.4	0	0.0
Religious Workers, All Other (212099)	1,035	319	30.8	720	69.6	225	21.7	615	59.4	40	3.9
Legal Occupations (230001)	23,460	12,475	53.2	10,985	46.8	11,725	50.0	9,585	40.9	340	1.4
Lawyers, Judges, & Related Workers (231000)	15,575	11,221	72.0	4,351	27.9	10,650	68.4	3,795	24.4	250	1.6
Lawyers (231011)	14,610	10,702	73.3	3,908	26.7	10,170	69.8	3,420	23.4	225	1.5
Judges, Magistrates, & Other Jud. Wrks (231020)	965	519	53.8	443	45.9	480	49.7	375	38.9	25	2.6
Legal Support Workers (232000)	7,885	1,254	15.9	6,644	84.3	1,075	13.6	5,790	73.4	90	1.1
Paralegals & Legal Assistants (232011)	5,560	460	8.3	5,104	91.8	390	7.0	4,470	80.4	30	0.5
Miscellaneous Legal Support Workers (232090)	2,325	794	34.2	1,540	66.2	685	29.5	1,320	56.8	60	2.6
Education, Training, & Library Occs. (250001)	110,685	28,877	26.1	81,783	73.9	24,895	22.5	71,560	64.7	1,454	1.3
Postsecondary Teachers (251000)	16,010	8,284	51.7	7,736	48.3	6,590	41.2	6,255	39.1	440	2.7
Primary, Sec. & Special Ed. Teachers (252000)	65,730	15,198	23.1	50,510	76.8	13,965	21.2	46,010	70.0	605	0.9
Preschool & Kindergarten Teachers (252010)	7,100	219	3.1	6,873	96.8	95	1.3	5,860	82.5	40	0.6
Elementary & Middle School Teachers (252020)	42,280	9,095	21.5	33,184	78.5	8,305	19.6	30,420	71.9	410	1.0
Secondary School Teachers (252030)	12,785	5,389	42.2	7,389	57.8	5,135	40.2	6,815	53.3	115	0.9
Special Education Teachers (252040)	3,565	495	13.9	3,064	85.9	430	12.1	2,915	81.8	40	1.1
Other Teachers & Instructors (253000)	9,155	2,933	32.0	6,215	67.9	2,530	27.8	5,370	58.7	159	1.7
Librarians, Curators, & Archivists (254000)	5,145	1,088	21.1	4,062	79.0	865	16.8	3,645	70.8	75	1.5
Archivists, Curators, & Museum Techs. (254010)	805	309	38.4	499	62.0	255	31.7	435	54.0	35	4.3
Librarians (254021)	3,445	474	13.8	2,970	86.2	375	10.9	2,675	77.6	0	0.0
Library Technicians (254031)	895	305	34.1	593	66.3	235	26.3	535	59.8	40	4.5
Other Educ., Training, & Library Occs. (259000)	14,645	1,374	9.4	13,260	90.5	945	6.5	10,280	70.2	175	1.2
Teacher Assistants (259041)	13,885	1,084	7.8	12,790	92.1	710	5.1	9,840	70.9	155	1.1
Other Educ., Training, & Library Wrks (2590XX)	760	290	38.2	470	61.8	235	30.9	440	57.9	20	2.6
Arts, Des., Entert., Sports, & Media Occs. (270001)	38,310	20,177	52.7	18,059	47.1	18,080	47.2	16,360	42.7	823	2.1
Art & Design Workers (271000)	15,780	7,238	45.9	8,527	54.0	6,610	41.9	7,870	49.9	210	1.3
Artists & Related Workers (271010)	3,360	1,664	49.5	1,682	50.1	1,560	46.4	1,555	46.3	35	1.0

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Black Non-Hispanic		Hispanic in Any Race				All Other Non-Hispanic				Occupation
Female	%	Male	%	Female	%	Male	%	Female	%	
53	0.8	113	1.7	134	2.1	649	10.0	464	7.2	Physical Scientists (192000)
0	0.0	4	2.1	0	0.0	10	5.1	0	0.0	Astronomers & Physicists (192010)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Atmospheric & Space Scientists (192021)
4	0.2	45	1.8	75	3.1	185	7.6	160	6.5	Chemists & Materials Scientists (192030)
0	0.0	4	0.5	10	1.3	19	2.6	0	0.0	Environ. Scientists & Geoscientists (192040)
49	1.6	60	2.0	49	1.6	435	14.5	304	10.1	Physical Scientists, All Other (192099)
80	1.3	44	0.7	79	1.3	108	1.8	131	2.1	Social Scientists & Related Workers (193000)
0	0.0	15	4.4	10	2.9	15	4.4	10	2.9	Economists (193011)
25	1.5	4	0.2	24	1.4	20	1.2	65	3.8	Market & Survey Researchers (193020)
55	1.6	25	0.7	45	1.3	65	1.9	48	1.4	Psychologists (193030)
0	0.0	0	0.0	0	0.0	4	1.4	4	1.4	Urban & Regional Planners (193051)
0	0.0	0	0.0	0	0.0	4	1.0	4	1.0	Misc. Soc. Scientists, Incl. Sociologists (1930XX)
150	4.5	94	2.8	95	2.8	185	5.5	83	2.5	Life, Physical, & Soc. Science Techs. (194000)
0	0.0	35	17.9	10	5.1	12	6.2	4	2.1	Agric. & Food Science Technicians (194011)
0	0.0	0	0.0	0	0.0	15	10.7	10	7.1	Biological Technicians (194021)
65	5.9	45	4.1	35	3.2	83	7.5	19	1.7	Chemical Technicians (194031)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Geological & Petroleum Technicians (194041)
85	4.6	14	0.8	50	2.7	75	4.1	50	2.7	Misc. Life, Phy., & Soc. Sci. Techs. (1940XX)
3,015	10.8	669	2.4	1,764	6.3	367	1.3	377	1.3	Community & Social Services Occs. (210001)
2,950	12.8	570	2.5	1,705	7.4	153	0.7	313	1.4	Counselors, Soc. Workers, & Others (211000)
960	11.1	175	2.0	400	4.6	70	0.8	79	0.9	Counselors (211010)
1,515	13.9	305	2.8	985	8.8	54	0.5	154	1.4	Social Workers (211020)
475	13.8	90	2.6	340	9.9	29	0.8	80	2.3	Misc. Comm. & Soc. Serv. Specialists (211090)
65	1.3	99	2.0	59	1.2	214	4.3	64	1.3	Religious Workers (212000)
35	1.0	85	2.4	14	0.4	174	4.8	30	0.8	Clergy (212011)
0	0.0	0	0.0	0	0.0	0	0.0	4	1.1	Directors, Religious Activities & Educ. (212021)
30	2.9	14	1.4	45	4.3	40	3.9	30	2.9	Religious Workers, All Other (212099)
634	2.7	114	0.6	470	2.0	296	1.3	306	1.3	Legal Occupations (230001)
249	1.6	65	0.4	155	1.0	256	1.6	152	1.0	Lawyers, Judges, & Related Workers (231000)
205	1.4	65	0.4	145	1.0	242	1.7	138	0.9	Lawyers (231011)
44	4.6	0	0.0	10	1.0	14	1.5	14	1.5	Judges, Magistrates, & Other Jud. Wrks (231020)
385	4.9	49	0.6	315	4.0	40	0.5	154	2.0	Legal Support Workers (232000)
305	5.5	25	0.4	220	4.0	15	0.3	109	2.0	Paralegals & Legal Assistants (232011)
80	3.4	24	1.0	95	4.1	25	1.1	45	1.9	Miscellaneous Legal Support Workers (232090)
4,218	3.8	1,184	1.1	3,719	3.4	1,344	1.2	2,286	2.1	Education, Training, & Library Occs. (250001)
399	2.5	385	2.4	405	2.5	869	5.4	677	4.2	Postsecondary Teachers (251000)
1,909	2.9	419	0.6	1,650	2.5	209	0.3	941	1.4	Primary, Sec. & Special Ed. Teachers (252000)
465	6.5	74	1.0	405	5.7	10	0.1	143	2.0	Preschool & Kindergarten Teachers (252010)
1,139	2.7	225	0.5	980	2.3	155	0.4	645	1.5	Elementary & Middle School Teachers (252020)
245	1.9	95	0.7	200	1.6	44	0.3	129	1.0	Secondary School Teachers (252030)
60	1.7	25	0.7	65	1.8	0	0.0	24	0.7	Special Education Teachers (252040)
385	4.2	130	1.4	225	2.5	114	1.2	235	2.6	Other Teachers & Instructors (253000)
150	2.9	50	1.0	94	1.8	98	1.9	173	3.4	Librarians, Curators, & Archivists (254000)
20	2.5	0	0.0	0	0.0	19	2.4	44	5.5	Archivists, Curators, & Museum Techs. (254010)
95	2.8	30	0.9	90	2.6	69	2.0	110	3.2	Librarians (254021)
35	3.9	20	2.2	4	0.4	10	1.1	19	2.1	Library Technicians (254031)
1,375	9.4	200	1.4	1,345	9.2	54	0.4	260	1.8	Other Educ., Training, & Library Occs. (259000)
1,345	9.7	175	1.3	1,345	9.7	44	0.3	260	1.9	Teacher Assistants (259041)
30	3.9	25	3.3	0	0.0	10	1.3	0	0.0	Other Educ., Training, & Library Wrks (2590XX)
480	1.3	712	1.9	709	1.9	562	1.5	510	1.3	Arts, Des., Entert., Sports, & Media Occs. (270001)
190	1.2	225	1.4	240	1.5	193	1.2	227	1.4	Art & Design Workers (271000)
30	0.9	45	1.3	35	1.0	24	0.7	62	1.8	Artists & Related Workers (271010)

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Occupation	Total All Races *	Total Civilian Labor Force				White Non-Hispanic				Black Non-Hispanic	
		Male	%	Female	%	Male	%	Female	%	Male	%
Designers (271020)	12,420	5,574	44.9	6,845	55.1	5,050	40.7	6,315	50.8	175	1.4
Entertainers & Perf., Sports & Rel. Wrkrs. (272000)	7,925	5,060	63.8	2,830	35.7	4,370	55.1	2,670	33.7	344	4.3
Actors (272011)	295	160	54.2	134	45.4	120	40.7	100	33.9	10	3.4
Producers & Directors (272012)	2,000	1,233	61.7	784	38.2	1,115	55.8	700	35.0	69	3.5
Athletes, Coaches, Umps, & Ref. Wrkrs (272020)	3,190	2,235	70.1	948	29.7	1,915	60.0	920	28.8	155	4.9
Dancers & Choreographers (272030)	155	50	32.3	98	63.2	50	32.3	90	58.1	0	0.0
Musicians, Singers, & Rel. Workers (272040)	2,045	1,258	61.5	778	38.0	1,095	53.5	760	37.2	85	4.2
Ent. & Perf., Sports & Rel. Wrkrs, All Other (272099)	240	124	51.7	108	45.0	75	31.3	100	41.7	25	10.4
Media & Communication Workers (273000)	11,555	5,576	48.3	5,957	51.6	5,070	43.9	5,195	45.0	159	1.4
Announcers (273010)	620	544	87.7	80	12.9	425	68.5	55	8.9	45	7.3
News Analysts, Reporters & Corresp. (273020)	1,250	750	60.0	500	40.0	720	57.6	430	34.4	20	1.6
Public Relations Specialists (273031)	1,850	653	35.3	1,184	64.0	590	31.9	1,105	59.7	20	1.1
Editors (273041)	3,185	1,420	44.6	1,762	55.3	1,330	41.8	1,605	50.4	10	0.3
Technical Writers (273042)	1,050	593	56.5	454	43.2	520	49.5	370	35.2	40	3.8
Writers & Authors (273043)	2,765	1,314	47.5	1,448	52.4	1,245	45.0	1,370	49.5	20	0.7
Misc. Media & Comm. Workers (273090)	835	302	36.2	529	63.4	240	28.7	260	31.1	4	0.5
Media & Comm. Equipment Workers (274000)	3,050	2,303	75.5	745	24.4	2,030	66.6	625	20.5	110	3.6
Photographers (274021)	1,590	1,104	69.4	485	30.5	970	61.0	405	25.5	30	1.9
TV, Video, & Motion Pict. Camera Oper. (274030)	390	305	78.2	90	23.1	285	73.1	60	15.4	0	0.0
BC & Sound Engrng. Techs, Etc. (2740XX)	1,070	894	83.6	170	15.9	775	72.4	160	15.0	80	7.5
Healthcare Practitioners & Tech. Occs. (290001)	85,625	21,547	25.2	64,047	74.8	18,134	21.2	55,190	64.5	850	1.0
Health Diag. & Treating Practitioners (291000)	61,470	16,694	27.2	44,782	72.9	14,139	23.0	39,460	64.2	531	0.9
Chiropractors (291011)	615	430	69.9	184	29.9	430	69.9	130	21.1	0	0.0
Dentists (291020)	2,360	2,065	87.5	294	12.5	1,890	80.1	190	8.1	80	3.4
Dietitians & Nutritionists (291031)	1,210	114	9.4	1,100	90.9	80	6.6	905	74.8	30	2.5
Optometrists (291041)	385	265	68.8	124	32.2	265	68.8	120	31.2	0	0.0
Pharmacists (291051)	2,420	1,294	53.5	1,130	46.7	1,265	52.3	1,035	42.8	4	0.2
Physicians & Surgeons (291060)	11,350	8,400	74.0	2,944	25.9	6,830	60.2	2,140	18.9	195	1.7
Physician Assistants (291071)	980	255	26.0	727	74.2	205	20.9	640	65.3	0	0.0
Podiatrists (291081)	160	149	93.1	15	9.4	145	90.6	15	9.4	0	0.0
Registered Nurses (291111)	33,335	2,113	6.3	31,220	93.7	1,660	5.0	27,610	82.8	135	0.4
Audiologists (291121)	180	20	11.1	160	88.9	20	11.1	160	88.9	0	0.0
Occupational Therapists (291122)	1,065	30	2.8	1,040	97.7	30	2.8	1,000	93.9	0	0.0
Physical Therapists (291123)	2,315	418	18.1	1,893	81.8	340	14.7	1,755	75.8	44	1.9
Radiation Therapists (291124)	210	35	16.7	175	83.3	35	16.7	175	83.3	0	0.0
Recreational Therapists (291125)	625	64	10.2	565	90.4	50	8.0	535	85.6	10	1.6
Respiratory Therapists (291126)	1,035	335	32.4	704	68.0	250	24.2	665	64.3	25	2.4
Speech-Language Pathologists (291127)	1,320	49	3.7	1,269	96.1	35	2.7	1,220	92.4	4	0.3
Therapists, All Other (291129)	930	234	25.2	694	74.6	230	24.7	640	68.8	4	0.4
Veterinarians (291131)	875	412	47.1	460	52.6	375	42.9	445	50.9	0	0.0
Health Diag. & Treating Pract., All Other (291199)	100	12	12.0	84	84.0	4	4.0	80	80.0	0	0.0
Health Technologists & Technicians (292000)	22,995	4,284	18.6	18,681	81.2	3,490	15.2	15,295	66.5	275	1.2
Clinical Lab Technologists & Techs. (292010)	4,205	878	20.9	3,318	78.9	670	15.9	2,585	61.5	55	1.3
Dental Hygienists (292021)	2,140	30	1.4	2,110	98.8	30	1.4	2,020	94.4	0	0.0
Diagnostic-Rel. Technologists & Techs. (292030)	3,010	640	21.3	2,369	78.7	500	16.6	2,220	73.8	35	1.2
Emergency Med. Techs & Paramedics (292041)	1,175	832	70.8	335	28.5	800	68.1	325	27.7	10	0.9
Health Diag & Treat. Pract. Supp. Techs. (292050)	3,800	704	18.5	3,094	81.4	505	13.3	2,555	67.2	70	1.8
Lic. Practical & Lic. Vocational Nurses (292061)	6,360	389	6.1	5,992	93.9	290	4.5	4,495	70.5	35	0.5
Medical Records & Health Info. Techs. (292071)	755	100	13.2	655	86.8	85	11.3	455	60.3	0	0.0
Opticians, Dispensing (292081)	585	358	61.2	225	38.5	330	56.4	190	32.5	20	3.4
Misc. Health Technologists & Techs. (292090)	945	353	37.4	583	61.7	280	29.6	450	47.6	50	5.3
Other Healthcare Pract. & Tech. Occs. (299000)	1,160	569	49.1	584	50.3	505	43.5	435	37.5	50	4.3

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Statewide

Black Non-Hispanic		Hispanic In Any Race		All Other Non-Hispanic				Occupation		
Female	%	Male	%	Female	%	Male	%			
160	1.3	180	1.4	205	1.7	169	1.4	165	1.3	Designers (271020)
77	1.0	169	2.1	61	0.8	177	2.2	22	0.3	Entertainers & Perf., Sports & Rel. Wrks. (272000)
20	6.8	15	5.1	14	4.7	15	5.1	0	0.0	Actors (272011)
45	2.3	25	1.3	19	0.9	24	1.2	0	0.0	Producers & Directors (272012)
4	0.1	85	2.7	14	0.4	80	2.5	10	0.3	Athletes, Coaches, Umps, & Rel. Wrks (272020)
0	0.0	0	0.0	4	2.6	0	0.0	4	2.6	Dancers & Choreographers (272030)
4	0.2	24	1.2	10	0.5	54	2.6	4	0.2	Musicians, Singers, & Rel. Workers (272040)
4	1.7	20	8.3	0	0.0	4	1.7	4	1.7	Ent. & Perf., Sports & Rel. Wrks, All Other (272099)
183	1.6	203	1.8	333	2.9	144	1.2	246	2.1	Media & Communication Workers (273000)
0	0.0	55	8.9	15	2.4	19	3.1	10	1.6	Announcers (273010)
20	1.6	0	0.0	20	1.6	10	0.8	30	2.4	News Analysts, Reporters & Corresp. (273020)
45	2.4	35	1.9	10	0.5	8	0.4	24	1.3	Public Relations Specialists (273031)
64	2.0	55	1.7	39	1.2	25	0.8	54	1.7	Editors (273041)
4	0.4	15	1.4	30	2.9	18	1.7	50	4.8	Technical Writers (273042)
35	1.3	24	0.9	4	0.1	25	0.9	39	1.4	Writers & Authors (273043)
15	1.8	19	2.3	215	25.7	39	4.7	39	4.7	Misc. Media & Comm. Workers (273090)
30	1.0	115	3.8	75	2.5	48	1.6	15	0.5	Media & Comm. Equipment Workers (274000)
20	1.3	90	5.7	45	2.8	14	0.9	15	0.9	Photographers (274021)
0	0.0	10	2.6	30	7.7	10	2.6	0	0.0	TV, Video, & Motion Pict. Camera Oper. (274030)
10	0.9	15	1.4	0	0.0	24	2.2	0	0.0	BC & Sound Engrng. Techs, Etc. (2740XX)
4,243	5.0	807	0.9	1,818	2.1	1,750	2.0	2,798	3.3	Healthcare Practitioners & Tech. Occs. (290001)
2,184	3.6	522	0.8	989	1.6	1,502	2.4	2,149	3.5	Health Diag. & Treating Practitioners (291000)
0	0.0	0	0.0	50	8.1	0	0.0	4	0.7	Chiropractors (291011)
30	1.3	65	2.8	25	1.1	30	1.3	49	2.1	Dentists (291020)
90	7.4	4	0.3	40	3.3	0	0.0	65	5.4	Dietitians & Nutritionists (291031)
0	0.0	0	0.0	0	0.0	0	0.0	4	1.0	Optometrists (291041)
15	0.6	0	0.0	20	0.8	25	1.0	60	2.5	Pharmacists (291051)
75	0.7	245	2.2	110	1.0	1,130	10.0	619	5.5	Physicians & Surgeons (291060)
20	2.0	40	4.1	55	5.6	10	1.0	12	1.2	Physician Assistants (291071)
0	0.0	0	0.0	0	0.0	4	2.5	0	0.0	Podiatrists (291081)
1,840	5.5	85	0.3	555	1.7	233	0.7	1,215	3.6	Registered Nurses (291111)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Audiologists (291121)
15	1.4	0	0.0	0	0.0	0	0.0	25	2.3	Occupational Therapists (291122)
35	1.5	0	0.0	45	1.9	34	1.5	58	2.5	Physical Therapists (291123)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Radiation Therapists (291124)
10	1.6	0	0.0	20	3.2	4	0.6	0	0.0	Recreational Therapists (291125)
15	1.4	40	3.9	0	0.0	20	1.9	24	2.3	Respiratory Therapists (291126)
20	1.5	10	0.8	29	2.2	0	0.0	0	0.0	Speech-Language Pathologists (291127)
4	0.4	0	0.0	40	4.3	0	0.0	10	1.1	Therapists, All Other (291129)
15	1.7	29	3.3	0	0.0	8	0.9	0	0.0	Veterinarians (291131)
0	0.0	4	4.0	0	0.0	4	4.0	4	4.0	Health Diag. & Treating Pract., All Other (291199)
1,968	8.6	271	1.2	809	3.5	248	1.1	608	2.6	Health Technologists & Technicians (292000)
300	7.1	55	1.3	145	3.4	98	2.3	288	6.8	Clinical Lab Technologists & Techs. (292010)
25	1.2	0	0.0	35	1.6	0	0.0	30	1.4	Dental Hygienists (292021)
99	3.3	30	1.0	30	1.0	75	2.5	20	0.7	Diagnostic-Rel. Technologists & Techs. (292030)
0	0.0	8	0.7	0	0.0	14	1.2	10	0.9	Emergency Med. Techs & Paramedics (292041)
240	6.3	105	2.8	245	6.4	24	0.6	54	1.4	Health Diag & Treat. Pract. Supp. Techs. (292050)
1,125	17.6	50	0.8	200	3.1	14	0.2	172	2.7	Lic. Practical & Lic. Vocational Nurses (292061)
75	9.9	0	0.0	115	15.2	15	2.0	10	1.3	Medical Records & Health Info. Techs. (292071)
15	2.6	4	0.7	20	3.4	4	0.7	0	0.0	Opticians, Dispensing (292081)
80	9.5	19	2.0	19	2.0	4	0.4	24	2.5	Misc. Health Technologists & Techs. (292090)
90	7.8	14	1.2	20	1.7	0	0.0	39	3.4	Other Healthcare Pract. & Tech. Occs. (299000)

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Hartford County

Occupation	Total All Races *	Total Civilian Labor Force				White Non-Hispanic				Black Non-Hispanic	
		Male	% Female	%	%	Male	% Female	%	%	Male	%
Physical Scientists (192000)	775	578	74.6	195	25.2	480	61.9	130	16.8	0	0.0
Astronomers & Physicists (192010)	45	39	88.7	10	22.2	25	55.6	10	22.2	0	0.0
Atmospheric & Space Scientists (192021)	25	25	100.0	0	0.0	25	100.0	0	0.0	0	0.0
Chemists & Materials Scientists (192030)	280	215	76.8	60	21.4	185	66.1	30	10.7	0	0.0
Environ. Scientists & Geoscientists (192040)	195	144	73.8	50	25.6	125	64.1	40	20.5	0	0.0
Physical Scientists, All Other (192099)	230	155	67.4	75	32.6	120	52.2	50	21.7	0	0.0
Social Scientists & Related Workers (193000)	1,300	535	41.2	768	59.1	505	38.8	729	56.1	18	1.4
Economists (193011)	65	45	69.2	20	30.8	45	69.2	20	30.8	0	0.0
Market & Survey Researchers (193020)	300	114	38.0	189	63.0	110	36.7	175	58.3	4	1.3
Psychologists (193030)	815	303	37.2	510	62.6	285	35.0	485	59.5	10	1.2
Urban & Regional Planners (193051)	40	35	87.5	4	10.0	35	87.5	4	10.0	0	0.0
Misc. Soc. Scientists, Incl. Sociologists (1930XX)	80	38	47.5	45	56.3	30	37.5	45	56.3	4	5.0
Life, Physical, & Soc. Science Techs. (194000)	460	193	42.0	262	57.0	175	38.0	198	43.0	4	0.9
Agric. & Food Science Technicians (194011)	25	20	80.0	4	16.0	10	40.0	4	16.0	0	0.0
Biological Technicians (194021)	15	10	66.7	4	26.7	10	66.7	4	26.7	0	0.0
Chemical Technicians (194031)	95	85	89.5	10	10.5	85	89.5	10	10.5	0	0.0
Geological & Petroleum Technicians (194041)	15	15	100.0	0	0.0	15	100.0	0	0.0	0	0.0
Misc. Life, Phy., & Soc. Sci. Techs. (1940XX)	310	63	20.3	244	78.7	55	17.7	180	58.1	4	1.3
Community & Social Services Occs. (210001)	7,510	2,647	35.2	4,855	64.6	1,740	23.2	3,310	44.1	545	7.3
Counselors, Soc. Workers, & Others (211000)	6,100	1,733	28.4	4,352	71.3	980	16.1	2,865	47.0	450	7.4
Counselors (211010)	2,230	770	34.5	1,459	65.4	490	22.0	1,070	48.0	195	8.7
Social Workers (211020)	2,890	639	22.1	2,243	77.6	280	9.7	1,470	50.9	190	6.6
Misc. Comm. & Soc. Serv. Specialists (211090)	980	324	33.1	650	66.3	210	21.4	325	33.2	65	6.6
Religious Workers (212000)	1,410	914	64.8	503	35.7	760	53.9	445	31.6	95	6.7
Clergy (212011)	955	779	81.6	183	19.2	645	67.5	165	17.3	75	7.9
Directors, Religious Activities & Educ. (212021)	95	25	26.3	70	73.7	25	26.3	70	73.7	0	0.0
Religious Workers, All Other (212099)	360	110	30.6	250	69.4	90	25.0	210	58.3	20	5.6
Legal Occupations (230001)	6,360	3,147	49.5	3,201	50.3	2,900	45.6	2,750	43.2	140	2.2
Lawyers, Judges, & Related Workers (231000)	4,115	2,839	69.0	1,276	31.0	2,655	64.5	1,050	25.5	105	2.6
Lawyers (231011)	3,880	2,719	70.1	1,163	30.0	2,535	65.3	955	24.6	105	2.7
Judges, Magistrates, & Other Jud. Wrks (231020)	235	120	51.1	113	48.1	120	51.1	95	40.4	0	0.0
Legal Support Workers (232000)	2,245	308	13.7	1,925	85.7	245	10.9	1,700	75.7	35	1.6
Paralegals & Legal Assistants (232011)	1,590	100	6.3	1,488	93.6	90	5.7	1,295	81.4	10	0.6
Miscellaneous Legal Support Workers (232090)	655	208	31.8	437	66.7	155	23.7	405	61.8	25	3.8
Education, Training, & Library Occs. (250001)	25,165	6,403	25.4	18,729	74.4	5,395	21.4	15,665	62.2	478	1.9
Postsecondary Teachers (251000)	3,505	1,630	46.5	1,869	53.3	1,340	38.2	1,480	42.2	105	3.0
Primary, Sec. & Special Ed. Teachers (252000)	15,095	3,428	22.7	11,649	77.2	3,035	20.1	10,210	67.6	164	1.1
Preschool & Kindergarten Teachers (252010)	1,780	89	5.0	1,684	94.6	50	2.8	1,315	73.9	4	0.2
Elementary & Middle School Teachers (252020)	9,670	1,970	20.4	7,692	79.5	1,750	18.1	6,800	70.3	100	1.0
Secondary School Teachers (252030)	2,870	1,244	43.3	1,623	56.6	1,140	39.7	1,490	51.9	40	1.4
Special Education Teachers (252040)	775	125	16.1	650	83.9	95	12.3	605	78.1	20	2.6
Other Teachers & Instructors (253000)	2,025	728	36.0	1,300	64.2	615	30.4	1,055	52.1	89	4.4
Librarians, Curators, & Archivists (254000)	1,265	248	19.6	1,002	79.2	180	14.2	935	73.9	50	4.0
Archivists, Curators, & Museum Techs. (254010)	170	65	38.2	104	61.2	40	23.5	100	58.8	25	14.7
Librarians (254021)	910	103	11.3	798	87.7	95	10.4	735	80.8	0	0.0
Library Technicians (254031)	185	80	43.2	100	54.1	45	24.3	100	54.1	25	13.5
Other Educ., Training, & Library Occs. (259000)	3,275	369	11.3	2,909	88.8	225	6.9	1,985	60.6	70	2.1
Teacher Assistants (259041)	3,085	294	9.5	2,794	90.6	165	5.3	1,885	61.1	55	1.8
Other Educ., Training, & Library Wrks (2590XX)	190	75	39.5	115	60.5	60	31.6	100	52.6	15	7.9
Arts, Des., Entert., Sports, & Media Occs. (270001)	7,705	4,194	54.4	3,498	45.4	3,709	48.1	3,049	39.6	263	3.4
Art & Design Workers (271000)	2,615	1,201	45.9	1,403	53.7	1,075	41.1	1,270	48.6	64	2.4
Artists & Related Workers (271010)	500	237	47.4	253	50.6	225	45.0	225	45.0	4	0.8

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Hartford County

Black Non-Hispanic		Hispanic In Any Race				All Other Non-Hispanic				Occupation
Female	%	Male	%	Female	%	Male	%	Female	%	
15	1.9	18	2.3	40	5.2	80	10.3	10	1.3	Physical Scientists (192000)
0	0.0	4	8.9	0	0.0	10	22.2	0	0.0	Astronomers & Physicists (192010)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Atmospheric & Space Scientists (192021)
0	0.0	10	3.6	30	10.7	20	7.1	0	0.0	Chemists & Materials Scientists (192030)
0	0.0	4	2.1	10	5.1	15	7.7	0	0.0	Environ. Scientists & Geoscientists (192040)
15	6.5	0	0.0	0	0.0	35	15.2	10	4.3	Physical Scientists, All Other (192099)
25	1.9	8	0.6	14	1.1	4	0.3	0	0.0	Social Scientists & Related Workers (193000)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Economists (193011)
10	3.3	0	0.0	4	1.3	0	0.0	0	0.0	Market & Survey Researchers (193020)
15	1.8	8	1.0	10	1.2	0	0.0	0	0.0	Psychologists (193030)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Urban & Regional Planners (193051)
0	0.0	0	0.0	0	0.0	4	5.0	0	0.0	Misc. Soc. Scientists, Incl. Sociologists (1930XX)
45	9.8	10	2.2	4	0.9	4	0.9	15	3.3	Life, Physical, & Soc. Science Techs. (194000)
0	0.0	10	40.0	0	0.0	0	0.0	0	0.0	Agric. & Food Science Technicians (194011)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Biological Technicians (194021)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Chemical Technicians (194031)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Geological & Petroleum Technicians (194041)
45	14.5	0	0.0	4	1.3	4	1.3	15	4.8	Misc. Life, Phy., & Soc. Sci. Techs. (1940XX)
820	11.0	278	3.7	624	8.3	84	1.1	93	1.2	Community & Social Services Occs. (210001)
824	13.5	284	4.3	610	10.0	39	0.6	53	0.9	Counselors, Soc. Workers, & Others (211000)
260	11.7	50	2.2	125	5.6	35	1.6	4	0.2	Counselors (211010)
389	13.5	165	5.7	350	12.1	4	0.1	34	1.2	Social Workers (211020)
175	17.9	49	5.0	135	13.8	0	0.0	15	1.5	Misc. Comm. & Soc. Serv. Specialists (211090)
4	0.3	14	1.0	14	1.0	45	3.2	40	2.8	Religious Workers (212000)
4	0.4	14	1.5	4	0.4	45	4.7	10	1.0	Clergy (212011)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Directors, Religious Activities & Educ. (212021)
0	0.0	0	0.0	10	2.8	0	0.0	30	8.3	Religious Workers, All Other (212099)
228	3.6	44	0.7	134	2.1	63	1.0	89	1.4	Legal Occupations (230001)
104	2.5	20	0.5	45	1.1	59	1.4	77	1.9	Lawyers, Judges, & Related Workers (231000)
100	2.6	20	0.5	45	1.2	59	1.5	63	1.6	Lawyers (231011)
4	1.7	0	0.0	0	0.0	0	0.0	14	6.0	Judges, Magistrates, & Other Jud. Wrks (231020)
124	5.5	24	1.1	89	4.0	4	0.2	12	0.5	Legal Support Workers (232000)
120	7.5	0	0.0	65	4.1	0	0.0	8	0.5	Paralegals & Legal Assistants (232011)
4	0.6	24	3.7	24	3.7	4	0.6	4	0.6	Miscellaneous Legal Support Workers (232090)
1,134	4.5	378	1.5	1,414	5.6	152	0.6	516	2.1	Education, Training, & Library Occs. (250001)
145	4.1	110	3.1	95	2.7	75	2.1	149	4.3	Postsecondary Teachers (251000)
509	3.4	180	1.2	690	4.6	49	0.3	240	1.6	Primary, Sec. & Special Ed. Teachers (252000)
140	7.9	25	1.4	165	9.3	10	0.6	64	3.6	Preschool & Kindergarten Teachers (252010)
324	3.4	105	1.1	430	4.4	15	0.2	138	1.4	Elementary & Middle School Teachers (252020)
45	1.6	40	1.4	60	2.1	24	0.8	28	1.0	Secondary School Teachers (252030)
0	0.0	10	1.3	35	4.5	0	0.0	10	1.3	Special Education Teachers (252040)
115	5.7	14	0.7	95	4.7	10	0.5	35	1.7	Other Teachers & Instructors (253000)
10	0.8	14	1.1	24	1.9	4	0.3	33	2.6	Librarians, Curators, & Archivists (254000)
0	0.0	0	0.0	0	0.0	0	0.0	4	2.4	Archivists, Curators, & Museum Techs. (254010)
10	1.1	4	0.4	24	2.6	4	0.4	29	3.2	Librarians (254021)
0	0.0	10	5.4	0	0.0	0	0.0	0	0.0	Library Technicians (254031)
355	10.8	60	1.8	510	15.6	14	0.4	59	1.8	Other Educ., Training, & Library Occs. (259000)
340	11.0	60	1.9	510	16.5	14	0.5	59	1.9	Teacher Assistants (259041)
15	7.9	0	0.0	0	0.0	0	0.0	0	0.0	Other Educ., Training, & Library Wrks (2590XX)
164	2.1	129	1.7	189	2.5	103	1.3	94	1.2	Arts, Des., Entert., Sports, & Media Occs. (270001)
70	2.7	15	0.6	45	1.7	47	1.8	18	0.7	Art & Design Workers (271000)
20	4.0	0	0.0	0	0.0	8	1.6	8	1.6	Artists & Related Workers (271010)

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Occupation	Total All Races *	Total Civilian Labor Force				White Non-Hispanic				Black Non-Hispanic	
		Male	%	Female	%	Male	%	Female	%	Male	%
SERVICE OCCUPATIONS (310000)	63,175	28,293	44.8	34,801	55.1	17,764	28.1	22,424	35.6	4,303	6.8
<i>Healthcare Support Occupations (310001)</i>	<i>10,940</i>	<i>1,466</i>	<i>13.4</i>	<i>9,457</i>	<i>86.4</i>	<i>710</i>	<i>6.5</i>	<i>5,060</i>	<i>46.3</i>	<i>515</i>	<i>4.7</i>
Nursing, Psych., & Home Health Aides (311000)	7,640	964	12.6	6,674	87.4	440	5.8	2,895	37.9	360	4.7
Nursing, Psych., & Home Health Aides (311010)	7,640	964	12.6	6,674	87.4	440	5.8	2,895	37.9	360	4.7
Occ. & Phys. Therapist Assistants & Aides (312000)	195	54	27.7	135	69.2	40	20.5	120	61.5	10	5.1
Occ. Therapist Assistants & Aides (312010)	65	0	0.0	65	100.0	0	0.0	65	100.0	0	0.0
Physical Therapist Assistants & Aides (312020)	130	54	41.5	70	53.8	40	30.8	55	42.3	10	7.7
Other Healthcare Support Occupations (319000)	3,105	448	14.4	2,648	85.3	230	7.4	2,045	65.9	145	4.7
Massage Therapists (319011)	155	40	25.8	115	74.2	30	19.4	105	67.7	10	6.5
Dental Assistants (319091)	750	10	1.3	735	98.0	10	1.3	635	84.7	0	0.0
Med. Assist. & Other Health Supp. Occs (31909X)	2,200	398	18.1	1,798	81.7	190	8.6	1,305	59.3	135	6.1
<i>Protective Service Occupations (330001)</i>	<i>8,445</i>	<i>6,970</i>	<i>82.5</i>	<i>1,460</i>	<i>17.3</i>	<i>4,905</i>	<i>58.1</i>	<i>860</i>	<i>10.2</i>	<i>1,227</i>	<i>14.5</i>
First-Line Super./Mgr., Protective Serv. Wrkr (331000)	1,090	964	88.4	127	11.7	765	70.2	115	10.6	150	13.8
First-Line Super./Mgrs. of Correct. Offrs (331011)	135	110	81.5	25	18.5	90	66.7	25	18.6	10	7.4
First-Line Super./Mgrs. of Police & Det. (331012)	375	354	94.4	20	5.3	320	85.3	20	5.3	30	8.0
First-Line Super./Mgrs. of Fire Fighters (331021)	180	185	102.8	0	0.0	150	83.3	0	0.0	25	13.9
Super., Protect. Serv. Wrkrs, All Other (331099)	400	315	78.8	82	20.5	205	51.3	70	17.5	85	21.3
Fire Fighting & Prevention Workers (332000)	735	725	98.6	15	2.0	555	75.5	15	2.0	85	11.6
Fire Fighters (332011)	715	705	98.6	15	2.1	535	74.8	15	2.1	85	11.9
Fire Inspectors (332020)	20	20	100.0	0	0.0	20	100.0	0	0.0	0	0.0
Law Enforcement Workers (333000)	2,800	2,375	84.8	418	14.9	1,850	66.1	190	6.8	299	10.7
Balliffs, Correctional Officers, & Jailers (333010)	1,045	864	82.7	184	17.6	555	53.1	55	5.3	210	20.1
Detectives & Criminal Investigators (333021)	145	112	77.2	24	16.6	100	69.0	20	13.8	4	2.8
Police Officers (333050)	1,610	1,399	86.9	210	13.0	1,195	74.2	115	7.1	85	5.3
Misc. Law Enforcement Workers (3330XX)	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other Protective Service Workers (339000)	3,820	2,906	76.1	900	23.6	1,735	45.4	540	14.1	693	18.1
Animal Control Workers (339011)	45	20	44.4	25	55.6	20	44.4	25	55.6	0	0.0
Private Detectives & Investigators (339021)	210	135	64.3	74	35.2	70	33.3	70	33.3	25	11.9
Sec. Guards & Gaming Surv. Officers (339030)	2,620	2,163	82.6	446	17.0	1,145	43.7	230	8.8	649	24.8
Crossing Guards (339091)	295	128	43.4	165	55.9	120	40.7	105	35.6	4	1.4
Lifeguards & Other Prot. Serv. Wrkrs (33909X)	650	460	70.8	190	29.2	380	58.5	110	16.9	15	2.3
<i>Food Prep. & Serving-Rel. Occupations (350001)</i>	<i>19,365</i>	<i>8,887</i>	<i>45.9</i>	<i>10,470</i>	<i>54.1</i>	<i>5,245</i>	<i>27.1</i>	<i>7,675</i>	<i>39.6</i>	<i>1,119</i>	<i>5.8</i>
Supervisors, Food Prep. & Serv. Wrkrs (351000)	2,570	1,684	65.5	879	34.2	1,200	46.7	580	22.6	175	6.8
Chefs & Head Cooks (351011)	1,035	869	84.0	160	15.5	595	57.5	105	10.1	50	4.8
First-Line Super./Mgrs. of Food Workers (351012)	1,535	815	53.1	719	46.8	605	39.4	475	30.9	125	8.1
Cooks & Food Preparation Workers (352000)	6,040	3,600	59.6	2,443	40.4	1,640	27.2	1,625	26.9	540	8.9
Cooks (352010)	4,030	2,695	66.9	1,333	33.1	1,225	30.4	870	21.6	410	10.2
Food Preparation Workers (352021)	2,010	905	45.0	1,110	55.2	415	20.6	755	37.6	130	6.5
Food & Beverage Serving Workers (353000)	8,400	2,491	29.7	5,916	70.4	1,760	21.0	4,610	54.9	269	3.2
Bartenders (353011)	895	384	42.9	514	57.4	305	34.1	500	55.9	15	1.7
Comb Food Prep/Serv., Incl. Fast Food (353021)	975	394	40.4	583	59.8	215	22.1	350	35.9	80	8.2
Counter Attend., Caf�, Food Conc., Etc. (353022)	720	249	34.6	470	65.3	165	22.9	320	44.4	34	4.7
Waiters & Waitresses (353031)	5,395	1,270	23.5	4,130	76.6	920	17.1	3,290	61.0	105	1.9
Food Servers, Non-restaurant (353041)	415	194	46.7	219	52.8	155	37.3	150	36.1	35	8.4
Other Food Prep. & Serv. Rel. Workers (359000)	2,355	1,112	47.2	1,232	52.3	645	27.4	860	36.5	135	5.7
Dishwashers (359021)	780	579	74.2	199	25.5	315	40.4	100	12.8	90	11.5
Hosts/Hostesses, Rest., Lounge, Etc. (359031)	460	59	12.8	400	87.0	35	7.6	340	73.9	20	4.3
Misc. Food Prep & Serving Rel. Workers (3590XX)	1,115	474	42.5	633	56.8	295	26.5	420	37.7	25	2.2
<i>Bldg & Grounds Cleaning & Maint. Occs. (370001)</i>	<i>12,535</i>	<i>8,476</i>	<i>67.6</i>	<i>4,043</i>	<i>32.3</i>	<i>5,190</i>	<i>41.4</i>	<i>2,029</i>	<i>16.2</i>	<i>1,174</i>	<i>9.4</i>
Super., Bldg & Grnds Clean & Maint. Wrkrs (371000)	890	683	76.7	200	22.5	500	56.2	135	15.2	94	10.6
First-Line Super./Mgrs. of Housekeeping Etc. (371011)	570	399	70.0	170	29.8	240	42.1	105	18.4	90	15.6
First-Line Super./Mgrs. of Landscaping, Etc. (371012)	320	284	88.8	30	9.4	260	81.3	30	9.4	4	1.3

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Black Non-Hispanic		Hispanic In Any Race				All Other Non-Hispanic				Occupation
Female	%	Male	%	Female	%	Male	%	Female	%	
6,994	9.6	4,712	7.5	4,728	7.5	1,514	2.4	1,655	2.6	SERVICE OCCUPATIONS (310000)
2,755	25.2	110	1.0	1,265	11.6	131	1.2	377	3.4	Healthcare Support Occupations (310001)
2,435	31.9	75	1.0	1,015	13.3	89	1.2	329	4.3	Nursing, Psych., & Home Health Aides (311000)
2,435	31.9	75	1.0	1,015	13.3	89	1.2	329	4.3	Nursing, Psych., & Home Health Aides (311010)
15	7.7	0	0.0	0	0.0	4	2.1	0	0.0	Occ. & Phys. Therapist Asslsts & Aides (312000)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Occ. Therapist Assistants & Aides (312010)
15	11.5	0	0.0	0	0.0	4	3.1	0	0.0	Physical Therapist Assistants & Aides (312020)
305	9.8	35	1.1	250	8.1	38	1.2	48	1.5	Other Healthcare Support Occupations (319000)
0	0.0	0	0.0	0	0.0	0	0.0	10	6.5	Massage Therapists (319011)
35	4.7	0	0.0	55	7.3	0	0.0	10	1.3	Dental Assistants (319091)
270	12.3	35	1.6	195	8.9	38	1.7	28	1.3	Med. Assist. & Other Health Supp. Occs (31909X)
317	3.8	678	8.0	213	2.5	160	1.9	70	0.8	Protective Service Occupations (330001)
4	0.4	35	3.2	4	0.4	14	1.3	4	0.4	First-Line Super./Mgr., Protective Serv. Wkr (331000)
0	0.0	10	7.4	0	0.0	0	0.0	0	0.0	First-Line Super./Mgrs. of Correct. Offrs (331011)
0	0.0	0	0.0	0	0.0	4	1.1	0	0.0	First-Line Super./Mgrs. of Police & Det. (331012)
0	0.0	10	5.6	0	0.0	0	0.0	0	0.0	First-Line Super./Mgrs. of Fire Fighters (331021)
4	1.0	15	3.8	4	1.0	10	2.5	4	1.0	Super., Protect. Serv. Wkr, All Other (331099)
0	0.0	75	10.2	0	0.0	10	1.4	0	0.0	Fire Fighting & Prevention Workers (332000)
0	0.0	75	10.5	0	0.0	10	1.4	0	0.0	Fire Fighters (332011)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Fire Inspectors (332020)
109	3.9	189	6.8	95	3.4	37	1.3	24	0.9	Law Enforcement Workers (333000)
75	7.2	80	7.7	40	3.8	19	1.8	14	1.3	Bailiffs, Correctional Officers, & Jailers (333010)
4	2.8	4	2.8	0	0.0	4	2.8	0	0.0	Detectives & Criminal Investigators (333021)
30	1.9	105	6.5	55	3.4	14	0.9	10	0.6	Police Officers (333050)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Misc. Law Enforcement Workers (3330XX)
204	5.3	379	9.9	114	3.0	99	2.6	42	1.1	Other Protective Service Workers (339000)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Animal Control Workers (339011)
4	1.9	30	14.3	0	0.0	10	4.8	0	0.0	Private Detectives & Investigators (339021)
115	4.4	280	10.7	69	2.6	89	3.4	32	1.2	Sec. Guards & Gaming Surv. Officers (339030)
40	13.6	4	1.4	20	6.8	0	0.0	0	0.0	Crossing Guards (339091)
45	6.9	65	10.0	25	3.8	0	0.0	10	1.5	Lifeguards & Other Prot. Serv. Wkr (33909X)
1,005	5.2	1,778	9.2	1,254	6.5	745	3.8	536	2.8	Food Prep. & Serving-Rel. Occupations (350001)
110	4.3	175	6.8	125	4.9	134	5.2	64	2.5	Supervisors, Food Prep. & Serv. Wkr (351000)
25	2.4	115	11.1	0	0.0	109	10.5	30	2.9	Chefs & Head Cooks (351011)
85	5.5	60	3.9	125	8.1	25	1.6	34	2.2	First-Line Super./Mgrs. of Food Workers (351012)
250	4.1	1,070	17.7	385	6.4	350	5.8	183	3.0	Cooks & Food Preparation Workers (352000)
120	3.0	755	18.7	195	4.8	305	7.6	148	3.7	Cooks (352010)
130	6.5	315	15.7	190	9.5	45	2.2	35	1.7	Food Preparation Workers (352021)
465	5.5	308	3.7	594	7.1	154	1.8	247	2.9	Food & Beverage Serving Workers (353000)
10	1.1	44	4.9	0	0.0	20	2.2	4	0.4	Bartenders (353011)
100	10.3	75	7.7	125	12.8	24	2.5	8	0.8	Comb Food Prep/Serv., Incl. Fast Food (353021)
55	7.6	35	4.9	80	11.1	15	2.1	15	2.1	Counter Attend., Caf., Food Conc., Etc. (353022)
260	4.8	150	2.8	370	6.9	95	1.8	210	3.9	Waiters & Waitresses (353031)
40	9.6	4	1.0	19	4.6	0	0.0	10	2.4	Food Servers, Non-restaurant (353041)
180	7.6	225	9.6	150	6.4	107	4.5	42	1.8	Other Food Prep. & Serv. Rel. Workers (359000)
75	9.6	135	17.3	20	2.6	39	5.0	4	0.5	Dishwashers (359021)
20	4.3	0	0.0	40	8.7	4	0.9	0	0.0	Hosts/Hostesses, Rest., Lounge, Etc. (359031)
85	7.6	90	8.1	90	8.1	64	5.7	38	3.4	Misc. Food Prep & Serving Rel. Workers (3590XX)
765	6.1	1,830	14.6	1,075	8.6	282	2.2	174	1.4	Bldg & Grounds Cleaning & Maint. Occs. (370001)
25	2.8	85	9.6	40	4.5	4	0.4	0	0.0	Super., Bldg & Grnds Clean & Maint. Wkr (371000)
25	4.4	65	11.4	40	7.0	4	0.7	0	0.0	First-Line Supr./Mgrs. of Housekeeping Etc. (371011)
0	0.0	20	6.3	0	0.0	0	0.0	0	0.0	First-Line Supr./Mgrs. of Landscaping, Etc. (371012)

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Occupation	Total All Races *	Total Civilian Labor Force				White Non-Hispanic				Black Non-Hispanic	
		Male	%	Female	%	Male	%	Female	%	Male	%
Building Cleaning & Pest Control Workers (372000)	9,280	5,518	59.5	3,758	40.5	3,080	33.2	1,824	19.7	870	9.4
Maids & Housekeeping Cleaners (372012)	3,085	645	20.9	2,444	79.2	210	6.8	1,180	38.2	125	4.1
Janitors & Building Cleaners (37201X)	6,095	4,778	78.4	1,310	21.5	2,805	46.0	640	10.5	715	11.7
Pest Control Workers (372021)	100	95	95.0	4	4.0	65	65.0	4	4.0	30	30.0
Grounds Maintenance Workers (373000)	2,365	2,275	96.2	85	3.6	1,610	68.1	70	3.0	210	8.9
Grounds Maintenance Workers (373010)	2,365	2,275	96.2	85	3.6	1,610	68.1	70	3.0	210	8.9
Personal Care & Service Occupations (390001)	11,890	2,494	21.0	9,371	78.8	1,714	14.4	8,800	57.2	268	2.3
Super., Personal Care & Service Workers (391000)	415	227	54.7	178	42.9	170	41.0	145	34.9	4	1.0
First-Line Super./Mgns. of Gaming Workers (391010)	85	59	69.4	25	29.4	55	64.7	25	29.4	0	0.0
First-Line Super./Mgns. of Pers. Serv. Wrks (391021)	330	168	50.9	153	46.4	115	34.8	120	36.4	4	1.2
Animal Care & Service Workers (392000)	455	106	23.3	334	73.4	59	13.0	295	64.8	10	2.2
Animal Trainers (392011)	45	8	17.8	35	77.8	4	8.9	35	77.8	0	0.0
Non-farm Animal Caretakers (392021)	410	98	23.9	299	72.9	55	13.4	260	63.4	10	2.4
Entert. Attendants & Related Workers (393000)	1,000	574	57.4	435	43.5	425	42.5	295	29.5	60	6.0
Gaming Services Workers (393010)	210	120	57.1	90	42.9	65	31.0	40	19.0	35	16.7
Motion Picture Projectionists (393021)	25	24	96.0	0	0.0	20	80.0	0	0.0	0	0.0
Ushers, Lobby Attend., & Ticket Takers (393031)	145	110	75.9	40	27.6	100	69.0	30	20.7	0	0.0
Misc. Entertainment Attend. & Rel Wrks (393090)	620	320	51.6	305	49.2	240	38.7	225	36.3	25	4.0
Funeral Service Workers (394000)	25	25	100.0	0	0.0	25	100.0	0	0.0	0	0.0
Personal Appearance Workers (395000)	2,850	620	21.8	2,233	78.4	385	13.5	1,690	59.3	75	2.6
Barbers (395011)	300	235	78.3	64	21.3	145	48.3	30	10.0	55	18.3
Hairdressers, Stylists, & Cosmetologists (395012)	2,095	300	14.3	1,794	85.6	240	11.5	1,455	69.5	20	1.0
Misc. Personal Appearance Workers (395090)	455	85	18.7	375	82.4	0	0.0	205	45.1	0	0.0
Transp., Tourism, & Lodging Attendants (396000)	280	126	45.0	147	52.5	100	35.7	95	33.9	4	1.4
Baggage Porters, Bellhops, & Concierges (396010)	105	73	69.5	30	28.6	65	61.9	20	19.0	0	0.0
Tour & Travel Guides (396020)	60	30	50.0	29	48.3	20	33.3	25	41.7	0	0.0
Transportation Attendants (396030)	115	23	20.0	88	76.5	15	13.0	50	43.5	4	3.5
Other Personal Care & Service Workers (399000)	6,865	816	11.9	6,044	88.0	550	8.0	4,280	62.3	115	1.7
Child Care Workers (399011)	4,915	334	6.8	4,568	92.9	175	3.6	3,175	64.6	60	1.2
Personal & Home Care Aides (399021)	775	80	10.3	700	90.3	60	7.7	410	52.9	10	1.3
Recreation & Fitness Workers (399030)	680	198	29.1	483	71.0	180	26.5	460	67.6	10	1.5
Residential Advisors (399041)	315	114	36.2	203	64.4	65	20.6	155	49.2	35	11.1
Pers. Care & Serv. Workers, All Other (399099)	180	90	50.0	90	50.0	70	38.9	80	44.4	0	0.0
SALES & RELATED OCCUPATIONS (410000)	48,510	24,900	51.3	23,570	48.6	21,280	43.9	17,884	36.9	1,468	3.0
Supervisors, Sales Workers (411000)	12,070	7,408	61.4	4,643	38.5	6,530	54.1	3,865	32.0	339	2.8
First-Line Super./Mgns. of Ret. Sales Wrks (411011)	7,575	4,805	63.4	2,759	36.4	4,100	54.1	2,230	29.4	270	3.6
First-Line Sup./Mgns., Non-Ret Sales Wrks (411012)	4,495	2,603	57.9	1,884	41.9	2,430	54.1	1,635	36.4	69	1.5
Retail Sales Workers (412000)	20,900	8,405	40.2	12,467	59.7	6,315	30.2	8,530	40.8	830	4.0
Cashiers (412010)	9,450	2,609	27.6	6,833	72.3	1,725	18.3	4,145	43.9	340	3.6
Counter & Rental Clerks (412021)	425	214	50.4	200	47.1	125	29.4	120	28.2	30	7.1
Parts Salespersons (412022)	240	229	95.4	10	4.2	195	81.3	10	4.2	0	0.0
Retail Salespersons (412031)	10,785	5,353	49.6	5,424	50.3	4,270	39.6	4,255	39.5	460	4.3
Sales Representatives, Services (413000)	6,715	3,490	52.0	3,220	48.0	3,160	47.1	2,705	40.3	190	2.8
Advertising Sales Agents (413011)	490	193	39.4	294	60.0	165	33.7	270	55.1	20	4.1
Insurance Sales Agents (413021)	2,675	1,365	51.0	1,325	49.5	1,215	45.4	1,100	41.1	95	3.6
Securities, Comm., & Fin. Serv. Sales Agts (413031)	990	548	55.4	435	43.9	510	51.5	350	35.4	15	1.5
Travel Agents (413041)	700	95	13.6	603	86.1	75	10.7	505	72.1	0	0.0
Sales Reps, Services, All Other (413099)	1,860	1,289	69.3	563	30.3	1,195	64.2	480	25.8	60	3.2
Sales Reps, Wholesale & Manufacturing (414000)	4,760	3,655	76.8	1,117	23.5	3,485	73.2	1,010	21.2	55	1.2
Sales Reps, Wholesale & Manufacturing (414010)	4,760	3,655	76.8	1,117	23.5	3,485	73.2	1,010	21.2	55	1.2
Other Sales & Related Workers (419000)	4,065	1,942	47.8	2,123	52.2	1,790	44.0	1,774	43.6	54	1.3
Models, Demonstrators, & Prod Promoters (419010)	100	30	30.0	70	70.0	30	30.0	55	55.0	0	0.0

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Black Non-Hispanic		Hispanic In Any Race				All Other Non-Hispanic				Occupation
Female	%	Male	%	Female	%	Male	%	Female	%	
725	7.8	1,340	14.4	1,035	11.2	228	2.5	174	1.9	Building Cleaning & Pest Control Workers (372000)
510	16.5	265	8.6	625	20.3	45	1.5	129	4.2	Maids & Housekeeping Cleaners (372012)
215	3.5	1,075	17.6	410	6.7	183	3.0	45	0.7	Janitors & Building Cleaners (37201X)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Pest Control Workers (372021)
15	0.6	405	17.1	0	0.0	50	2.1	0	0.0	Grounds Maintenance Workers (373000)
15	0.6	405	17.1	0	0.0	50	2.1	0	0.0	Grounds Maintenance Workers (373010)
1,152	9.7	316	2.7	921	7.7	196	1.6	498	4.2	Personal Care & Service Occupations (390001)
4	1.0	8	1.9	4	1.0	45	10.8	25	6.0	Super., Personal Care & Service Workers (391000)
0	0.0	4	4.7	0	0.0	0	0.0	0	0.0	First-Line Super./Mgns. of Gaming Workers (391010)
4	1.2	4	1.2	4	1.2	45	13.6	25	7.6	First-Line Super./Mgns. of Pers. Serv. Wrks (391021)
0	0.0	29	6.4	25	5.5	8	1.8	14	3.1	Animal Care & Service Workers (392000)
0	0.0	0	0.0	0	0.0	4	8.9	0	0.0	Animal Trainers (392011)
0	0.0	29	7.1	25	6.1	4	1.0	14	3.4	Non-farm Animal Caretakers (392021)
85	8.5	64	6.4	20	2.0	25	2.5	35	3.5	Enterl. Attendants & Related Workers (393000)
20	9.5	10	4.8	20	9.5	10	4.8	10	4.8	Gaming Services Workers (393010)
0	0.0	4	16.0	0	0.0	0	0.0	0	0.0	Motion Picture Projectionists (393021)
10	6.9	10	6.9	0	0.0	0	0.0	0	0.0	Ushers, Lobby Attend., & Ticket Takers (393031)
55	8.9	40	6.5	0	0.0	15	2.4	25	4.0	Misc. Entertainment Attend. & Rel Wrks (393090)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Funeral Service Workers (394000)
210	7.4	95	3.3	120	4.2	65	2.3	213	7.5	Personal Appearance Workers (395000)
15	5.0	35	11.7	15	5.0	0	0.0	4	1.3	Barbers (395011)
175	8.4	40	1.9	80	3.8	0	0.0	84	4.0	Hairstylists, Stylists, & Cosmetologists (395012)
20	4.4	20	4.4	25	5.5	65	14.3	125	27.5	Misc. Personal Appearance Workers (395090)
14	5.0	8	2.9	18	6.4	14	5.0	20	7.1	Transp., Tourism, & Lodging Attendants (396000)
0	0.0	8	7.6	10	9.5	0	0.0	0	0.0	Baggage Porters, Bellhops, & Concierges (396010)
4	6.7	0	0.0	0	0.0	10	16.7	0	0.0	Tour & Travel Guides (396020)
10	8.7	0	0.0	8	7.0	4	3.5	20	17.4	Transportation Attendants (396030)
839	12.2	112	1.6	734	10.7	39	0.6	191	2.8	Other Personal Care & Service Workers (399000)
615	12.5	60	1.2	640	13.0	39	0.8	138	2.8	Child Care Workers (399011)
170	21.9	10	1.3	75	9.7	0	0.0	45	5.8	Personal & Home Care Aides (399021)
4	0.6	8	1.2	19	2.8	0	0.0	0	0.0	Recreation & Fitness Workers (399030)
40	12.7	14	4.4	0	0.0	0	0.0	8	2.5	Residential Advisors (399041)
10	5.6	20	11.1	0	0.0	0	0.0	0	0.0	Pers. Care & Serv. Workers, All Other (399099)
2,283	4.7	1,285	2.6	2,468	5.1	887	1.8	935	1.9	SALES & RELATED OCCUPATIONS (410000)
290	2.4	230	1.9	315	2.6	309	2.6	173	1.4	Supervisors, Sales Workers (411000)
170	2.2	160	2.1	220	2.9	275	3.6	139	1.8	First-Line Super./Mgns. of Ret. Sales Wrks (411011)
120	2.7	70	1.6	95	2.1	34	0.8	34	0.8	First-Line Sup./Mgns., Non-Ret Sales Wrks (411012)
1,484	7.1	884	4.2	1,890	9.0	376	1.8	563	2.7	Retail Sales Workers (412000)
980	10.4	385	4.1	1,380	14.6	159	1.7	328	3.5	Cashiers (412010)
10	2.4	40	9.4	40	9.4	19	4.5	30	7.1	Counter & Rental Clerks (412021)
0	0.0	24	10.0	0	0.0	10	4.2	0	0.0	Parts Salespersons (412022)
494	4.6	435	4.0	470	4.4	188	1.7	205	1.9	Retail Salespersons (412031)
274	4.1	42	0.6	124	1.8	98	1.5	117	1.7	Sales Representatives, Services (413000)
0	0.0	8	1.6	10	2.0	0	0.0	14	2.9	Advertising Sales Agents (413011)
120	4.5	10	0.4	65	2.4	45	1.7	40	1.5	Insurance Sales Agents (413021)
45	4.5	4	0.4	15	1.5	19	1.9	25	2.5	Securities, Comm., & Fin. Serv. Sales Agts (413031)
64	9.1	10	1.4	20	2.9	10	1.4	14	2.0	Travel Agents (413041)
45	2.4	10	0.5	14	0.8	24	1.3	24	1.3	Sales Reps, Services, All Other (413099)
45	0.9	55	1.2	29	0.6	60	1.3	33	0.7	Sales Reps, Wholesale & Manufacturing (414000)
45	0.9	55	1.2	29	0.6	60	1.3	33	0.7	Sales Reps, Wholesale & Manufacturing (414010)
190	4.7	74	1.8	110	2.7	24	0.6	49	1.2	Other Sales & Related Workers (419000)
0	0.0	0	0.0	15	15.0	0	0.0	0	0.0	Models, Demonstrators, & Prod Promoters (419010)

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Occupation	Total All Races *	Total Civilian Labor Force				White Non-Hispanic				Black Non-Hispanic	
		Male	%	Female	%	Male	%	Female	%	Male	%
		Real Estate Brokers & Sales Agents (419020)	2,035	885	43.5	1,145	56.3	850	41.8	1,055	51.8
Sales Engineers (419031)	170	165	97.1	4	2.4	165	97.1	4	2.4	0	0.0
Telemarketers (419041)	490	205	41.8	279	56.9	190	38.8	155	31.6	15	3.1
Door-To-Door Sales Workers & Rel Wkrks (419091)	620	363	58.5	255	42.7	275	44.4	195	31.5	29	4.7
Sales & Related Workers, All Other (419099)	650	294	45.2	360	55.4	280	43.1	310	47.7	0	0.0
OFFICE & ADMIN. SUPPORT OCCUPATIONS (430000)	73,335	19,099	26.0	54,214	73.9	13,680	18.7	41,382	56.4	2,789	3.8
Super., Office & Admin. Support Workers (431000)	6,105	2,144	35.1	3,969	65.0	1,665	27.3	3,340	54.7	154	2.5
First-Line Sup./Mgns., Admin. Support Wkrks (431011)	6,105	2,144	35.1	3,969	65.0	1,665	27.3	3,340	54.7	154	2.5
Communications Equipment Operators (432000)	355	62	17.5	287	80.8	38	10.7	199	56.1	14	3.9
Switchboard Operators, Incl. Ans. Service (432011)	185	34	18.4	148	80.0	30	16.2	115	62.2	4	2.2
Telephone Operators (432021)	160	24	15.0	135	84.4	4	2.5	80	50.0	10	6.3
Comm. Equipment Operators, All Other (432099)	10	4	40.0	4	40.0	4	40.0	4	40.0	0	0.0
Financial Clerks (433000)	10,235	1,425	13.9	8,811	86.1	1,125	11.0	7,044	68.8	189	1.8
Bill & Account Collectors (433011)	575	205	35.7	365	63.5	165	28.7	255	44.3	30	5.2
Billing & Posting Clerks & Machine Oper. (433021)	1,355	100	7.4	1,258	92.8	75	5.5	1,080	79.7	25	1.8
Bookkeeping, Acct'g, & Auditing Clerks (433031)	6,010	837	13.9	5,170	86.0	655	10.9	4,255	70.8	109	1.8
Gaming Cage Workers (433041)	35	0	0.0	32	91.4	0	0.0	4	11.4	0	0.0
Payroll & Timekeeping Clerks (433051)	835	90	10.8	754	90.3	65	7.8	615	73.7	25	3.0
Procurement Clerks (433061)	150	75	50.0	73	48.7	75	50.0	55	36.7	0	0.0
Tellers (433071)	1,275	118	9.3	1,159	90.9	90	7.1	780	61.2	0	0.0
Information & Record Clerks (434000)	15,865	3,205	20.2	12,672	79.9	2,288	14.4	9,505	59.9	478	3.0
Brokerage Clerks (434011)	45	15	33.3	29	64.4	15	33.3	15	33.3	0	0.0
Court, Municipal, & License Clerks (434031)	145	39	26.9	105	72.4	25	17.2	80	55.2	10	6.9
Credit Authorizers, Checkers, & Clerks (434041)	225	45	20.0	179	79.6	45	20.0	110	48.9	0	0.0
Customer Service Representatives (434051)	7,900	1,989	25.2	5,919	74.9	1,585	20.1	4,360	55.2	204	2.6
Eligibility Interviewers, Govt. Programs (434061)	230	53	23.0	175	76.1	30	13.0	110	47.8	15	6.5
File Clerks (434071)	870	150	17.2	719	82.6	85	9.8	540	62.1	40	4.6
Hotel, Motel, & Resort Desk Clerks (434081)	200	39	19.5	158	79.0	20	10.0	85	42.5	15	7.5
Interviewers, Except Eligibility & Loan (434111)	500	135	27.0	369	73.8	95	19.0	240	48.0	15	3.0
Library Assistants, Clerical (434121)	500	48	9.6	460	92.0	30	6.0	330	66.0	4	0.8
Loan Interviewers & Clerks (434131)	200	4	2.0	193	96.5	4	2.0	130	65.0	0	0.0
New Accounts Clerks (434141)	60	4	6.7	55	91.7	4	6.7	35	58.3	0	0.0
Human Res. Assists, Exc. Payroll Etc. (434161)	105	35	33.3	74	70.5	15	14.3	55	52.4	10	9.5
Receptionists & Information Clerks (434171)	3,570	195	5.5	3,377	94.6	105	2.9	2,810	78.7	55	1.5
Reserv. & Transp. Ticket Agts & Trav Clerks (434181)	550	169	30.7	378	68.7	95	17.3	235	42.7	45	8.2
Information & Record Clerks, All Other (434199)	215	25	11.6	187	87.0	25	11.6	160	74.4	0	0.0
Correspondence Clerks & Order Clerks (434XXX)	550	260	47.3	295	53.6	110	20.0	210	38.2	65	11.8
Material Recording, Scheduling, Etc. (435000)	11,895	7,895	66.4	3,962	33.3	5,400	45.4	2,589	21.8	1,309	11.0
Cargo & Freight Agents (435011)	95	64	67.4	24	25.3	60	63.2	4	4.2	0	0.0
Couriers & Messengers (435021)	805	699	86.8	108	13.4	420	52.2	90	11.2	140	17.4
Dispatchers (435030)	825	399	48.4	415	50.3	330	40.0	330	40.0	44	5.3
Meter Readers, Utilities (435041)	40	44	110.0	0	0.0	10	25.0	0	0.0	30	75.0
Postal Service Clerks (435051)	580	285	49.1	298	51.4	190	32.8	140	24.1	50	8.6
Postal Service Mail Carriers (435052)	1,300	960	73.8	337	25.9	670	51.5	220	16.9	180	13.8
Postal Service Mail Sorters, Processors, Etc. (435053)	675	355	52.6	318	47.1	255	37.8	115	17.0	75	11.1
Production, Planning, & Expediting Clerks (435061)	1,210	658	54.4	554	45.8	530	43.8	430	35.5	80	6.6
Shipping, Receiving, & Traffic Clerks (435071)	2,140	1,563	73.0	569	26.6	1,055	49.3	385	18.0	220	10.3
Stock Clerks & Order Fillers (435081)	4,065	2,789	68.6	1,264	31.1	1,830	45.0	810	19.9	480	11.8
Weights, Measurers, Checkers, Etc. (435111)	160	79	49.4	75	46.9	50	31.3	65	40.6	10	6.3
Secretaries & Administrative Assistants (436000)	13,190	460	3.5	12,730	96.5	360	2.7	10,430	79.1	50	0.4
Secretaries & Administrative Assistants (436010)	13,190	460	3.5	12,730	96.5	360	2.7	10,430	79.1	50	0.4
Other Office & Admin. Support Workers (439000)	15,690	3,908	24.9	11,783	75.1	2,804	17.9	8,275	52.7	595	3.8

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Black Non-Hispanic		Hispanic In Any Race				All Other Non-Hispanic				Occupation
Female	%	Male	%	Female	%	Male	%	Female	%	
30	1.5	25	1.2	30	1.5	0	0.0	30	1.5	Real Estate Brokers & Sales Agents (419020)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Sales Engineers (419031)
90	18.4	0	0.0	30	6.1	0	0.0	4	0.8	Telemarketers (419041)
30	4.8	45	7.3	25	4.0	14	2.3	15	2.4	Door-To-Door Sales Workers & Rel Wrkrs (419091)
40	6.2	4	0.6	10	1.5	10	1.5	0	0.0	Sales & Related Workers, All Other (419099)
7,114	9.7	1,816	2.5	4,092	5.6	814	1.1	1,626	2.2	OFFICE & ADMIN. SUPPORT OCCUPATIONS (430000)
310	5.1	175	2.9	240	3.9	150	2.5	79	1.3	Super., Office & Admn. Support Workers (431000)
310	5.1	175	2.9	240	3.9	150	2.5	79	1.3	First-Line Sup./Mgns., Admn. Support Wrkrs (431011)
50	14.1	0	0.0	34	9.6	10	2.8	4	1.1	Communications Equipment Operators (432000)
15	8.1	0	0.0	14	7.6	0	0.0	4	2.2	Switchboard Operators, Incl. Ans. Service (432011)
35	21.9	0	0.0	20	12.5	10	6.3	0	0.0	Telephone Operators (432021)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Comm. Equipment Operators, All Other (432099)
927	9.1	39	0.4	533	5.2	72	0.7	307	3.0	Financial Clerks (433000)
75	13.0	0	0.0	35	6.1	10	1.7	0	0.0	Bill & Account Collectors (433011)
100	7.4	0	0.0	60	4.4	0	0.0	18	1.3	Billing & Posting Clerks & Machine Oper. (433021)
520	8.7	19	0.3	255	4.2	54	0.9	140	2.3	Bookkeeping, Acct'g, & Auditing Clerks (433031)
4	11.4	0	0.0	4	11.4	0	0.0	20	57.1	Gaming Cage Workers (433041)
70	8.4	0	0.0	65	7.8	0	0.0	4	0.5	Payroll & Timekeeping Clerks (433051)
4	2.7	0	0.0	14	9.3	0	0.0	0	0.0	Procurement Clerks (433061)
154	12.1	20	1.6	100	7.8	8	0.6	125	9.8	Tellers (433071)
1,833	11.6	320	2.0	1,042	6.6	119	0.8	292	1.8	Information & Record Clerks (434000)
10	22.2	0	0.0	4	8.9	0	0.0	0	0.0	Brokerage Clerks (434011)
25	17.2	4	2.8	0	0.0	0	0.0	0	0.0	Court, Municipal, & License Clerks (434031)
45	20.0	0	0.0	20	8.9	0	0.0	4	1.8	Credit Authorizers, Checkers, & Clerks (434041)
945	12.0	140	1.8	490	6.2	60	0.8	124	1.6	Customer Service Representatives (434051)
50	21.7	4	1.7	15	6.5	4	1.7	0	0.0	Eligibility Interviewers, Govt. Programs (434061)
80	9.2	15	1.7	80	9.2	10	1.1	19	2.2	File Clerks (434071)
45	22.5	4	2.0	24	12.0	0	0.0	4	2.0	Hotel, Motel, & Resort Desk Clerks (434081)
50	10.0	10	2.0	65	13.0	15	3.0	14	2.8	Interviewers, Except Eligibility & Loan (434111)
65	13.0	14	2.8	10	2.0	0	0.0	55	11.0	Library Assistants, Clerical (434121)
40	20.0	0	0.0	15	7.5	0	0.0	8	4.0	Loan Interviewers & Clerks (434131)
20	33.3	0	0.0	0	0.0	0	0.0	0	0.0	New Accounts Clerks (434141)
4	3.8	10	9.5	0	0.0	0	0.0	15	14.3	Human Res. Assists, Exc. Payroll Etc. (434161)
284	8.0	25	0.7	250	7.0	10	0.3	33	0.9	Receptionists & Information Clerks (434171)
105	19.1	29	5.3	30	5.5	0	0.0	8	1.5	Reserv. & Transp. Ticket Agts & Trav Clerks (434181)
15	7.0	0	0.0	4	1.9	0	0.0	8	3.7	Information & Record Clerks, All Other (434199)
50	9.1	65	11.8	35	6.4	20	3.6	0	0.0	Correspondence Clerks & Order Clerks (434XXX)
674	5.7	911	7.7	394	3.3	275	2.3	305	2.6	Material Recording, Scheduling, Etc. (435000)
20	21.1	4	4.2	0	0.0	0	0.0	0	0.0	Cargo & Freight Agents (435011)
4	0.5	114	14.2	4	0.5	25	3.1	10	1.2	Couriers & Messengers (435021)
50	6.1	25	3.0	10	1.2	0	0.0	25	3.0	Dispatchers (435030)
0	0.0	4	10.0	0	0.0	0	0.0	0	0.0	Meter Readers, Utilities (435041)
120	20.7	25	4.3	14	2.4	20	3.4	24	4.1	Postal Service Clerks (435051)
105	8.1	85	6.5	8	0.6	25	1.9	4	0.3	Postal Service Mail Carriers (435052)
90	13.3	10	1.5	54	8.0	15	2.2	59	8.7	Postal Service Mail Sorters, Processors, Etc. (435053)
45	3.7	30	2.5	39	3.2	18	1.5	40	3.3	Production, Planning, & Expediting Clerks (435061)
55	2.6	265	12.4	85	4.0	23	1.1	44	2.1	Shipping, Receiving, & Traffic Clerks (435071)
175	4.3	345	8.5	180	4.4	134	3.3	99	2.4	Stock Clerks & Order Fillers (435081)
10	6.3	4	2.5	0	0.0	15	9.4	0	0.0	Weighers, Measurers, Checkers, Etc. (435111)
1,360	10.3	35	0.3	715	5.4	15	0.1	225	1.7	Secretaries & Administrative Assistants (436000)
1,360	10.3	35	0.3	715	5.4	15	0.1	225	1.7	Secretaries & Administrative Assistants (436010)
1,960	12.5	336	2.1	1,134	7.2	173	1.1	414	2.6	Other Office & Admn. Support Workers (439000)

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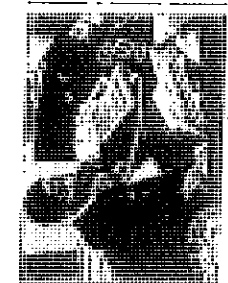
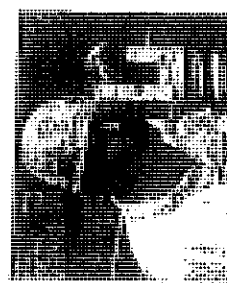
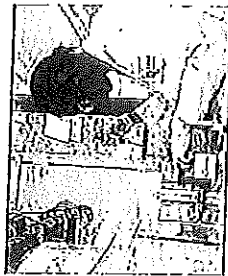
Occupation	Total All Races *	Total Civilian Labor Force				White Non-Hispanic				Black Non-Hispanic	
		Male	%	Female	%	Male	%	Female	%	Male	%
Computer Operators (439011)	1,485	808	54.4	674	45.4	550	37.0	445	30.0	165	11.1
Data Entry Keyers (439021)	2,555	594	23.2	1,955	76.5	450	17.6	1,185	46.4	80	3.1
Word Processors & Typists (439022)	485	25	5.2	464	95.7	15	3.1	305	62.9	10	2.1
Desktop Publishers (439031)	20	15	75.0	4	20.0	15	75.0	0	0.0	0	0.0
Insurance Claims & Policy Proc. Clerks (439041)	2,240	518	23.1	1,720	76.8	475	21.2	1,325	59.2	35	1.6
Mail Clerks & Mail Mach Oper., Exc. USPS (439051)	945	420	44.4	534	56.5	235	24.9	255	27.0	75	7.9
Office Clerks, General (439061)	5,695	880	15.5	4,820	84.6	625	11.0	3,670	64.4	110	1.9
Office Machine Operators, Exc. Computer (439071)	310	125	40.3	185	59.7	60	19.4	35	11.3	50	16.1
Proofreaders & Copy Markers (439081)	115	19	16.5	99	86.1	4	3.5	85	73.9	0	0.0
Statistical Assistants (439111)	120	55	45.8	65	54.2	25	20.8	60	41.7	30	25.0
Office & Admin. Support Workers, All Other (439199)	1,720	449	26.1	1,263	73.4	350	20.3	920	53.5	40	2.3
FARMING, FISHING, & FORESTRY OCCUPATIONS (450000)	805	498	61.9	308	38.3	260	32.3	205	25.5	15	1.9
Super., Farming, Fishing, & Forestry Wrks (451000)	70	39	55.7	24	34.3	15	21.4	0	0.0	0	0.0
First-Line Sup./Mgns. of Farming, Etc. (451010)	70	39	55.7	24	34.3	15	21.4	0	0.0	0	0.0
Agricultural Workers (452000)	680	405	59.6	284	41.8	195	28.7	205	30.1	15	2.2
Agricultural Inspectors (452011)	10	10	100.0	0	0.0	10	100.0	0	0.0	0	0.0
Graders & Sorters, Agricultural Products (452041)	10	10	100.0	4	40.0	0	0.0	0	0.0	0	0.0
Misc. Agric. Wrks, Incl. Animal Breeders (4520XX)	660	385	58.3	280	42.4	185	28.0	205	31.1	15	2.3
Fishing & Hunting Workers (453000)	15	14	93.3	0	0.0	10	66.7	0	0.0	0	0.0
Forest, Conservation, & Logging Workers (454000)	40	40	100.0	0	0.0	40	100.0	0	0.0	0	0.0
Forest & Conservation Workers (454011)	10	10	100.0	0	0.0	10	100.0	0	0.0	0	0.0
Logging Workers (454020)	30	30	100.0	0	0.0	30	100.0	0	0.0	0	0.0
CONSTRUCTION & EXTRACTION OCCUPATIONS (470000)	17,529	17,085	97.5	424	2.4	13,904	79.3	317	1.8	1,258	7.2
Super., Construction & Extraction Workers (471000)	2,135	2,083	97.6	50	2.3	1,890	88.5	50	2.3	85	4.0
First-Line Sup./Mgns. of Constr & Extr. Wrks (471011)	2,135	2,083	97.6	50	2.3	1,890	88.5	50	2.3	85	4.0
Construction Trades Workers (472000)	14,425	14,076	97.6	339	2.4	11,330	78.5	257	1.8	1,074	7.4
Boilermakers (472011)	15	15	100.0	0	0.0	15	100.0	0	0.0	0	0.0
Brickmasons, Blockmasons, & Stonemasons (472020)	515	502	97.5	15	2.9	405	78.6	15	2.9	59	11.5
Carpenters (472031)	3,445	3,394	98.5	45	1.3	2,885	83.7	35	1.0	155	4.5
Carpet, Floor, & Tile Installers & Finishers (472040)	440	435	98.9	4	0.9	325	73.9	4	0.9	60	13.6
Cement Masons, Concrete Finishers, Etc. (472050)	45	44	97.8	0	0.0	40	88.9	0	0.0	0	0.0
Construction Laborers (472061)	2,670	2,590	97.0	80	3.0	1,890	70.8	50	1.9	240	9.0
Paving, Surfacing, & Tamping Equip. Oper. (472071)	105	99	94.3	0	0.0	80	76.2	0	0.0	0	0.0
Miscellaneous Construction Equip. Oper. (47207X)	635	629	99.1	14	2.2	525	82.7	10	1.6	100	15.7
Drywall Install., Ceil. Tile Install., & Tapers (472080)	435	429	98.6	4	0.9	380	87.4	4	0.9	35	8.0
Electricians (472111)	1,625	1,605	98.8	15	0.9	1,385	85.2	15	0.9	110	6.8
Glaziers (472121)	140	135	96.4	0	0.0	125	89.3	0	0.0	0	0.0
Insulation Workers (472130)	75	65	86.7	10	13.3	65	86.7	0	0.0	0	0.0
Painters, Construction & Maintenance (472141)	1,505	1,403	93.2	104	6.9	975	64.8	80	5.3	110	7.3
Paperhangers (472142)	50	40	80.0	15	30.0	40	80.0	15	30.0	0	0.0
Pipelayers, Plumbers, Pipefitters, Etc. (472150)	1,220	1,205	98.8	15	1.2	1,040	85.2	15	1.2	80	6.8
Plasterers & Stucco Masons (472161)	50	47	94.0	0	0.0	35	70.0	0	0.0	0	0.0
Roofers (472181)	655	660	100.8	0	0.0	460	70.2	0	0.0	50	7.6
Sheet Metal Workers (472211)	540	535	99.1	4	0.7	475	88.0	4	0.7	35	6.5
Iron & Steel Workers (472XXX)	260	244	93.8	14	5.4	185	71.2	10	3.8	40	15.4
Helpers, Construction Trades (473000)	70	75	107.1	0	0.0	45	64.3	0	0.0	10	14.3
Helpers, Construction Trades (473010)	70	75	107.1	0	0.0	45	64.3	0	0.0	10	14.3
Other Construction & Related Workers (474000)	840	807	96.1	25	3.0	605	72.0	10	1.2	89	10.6
Construction & Building Inspectors (474011)	245	234	95.5	10	4.1	185	75.5	10	4.1	35	14.3
Elevator Installers & Repairers (474021)	45	45	100.0	0	0.0	45	100.0	0	0.0	0	0.0
Fence Erectors (474031)	100	85	85.0	15	15.0	40	40.0	0	0.0	0	0.0
Hazardous Materials Removal Workers (474041)	75	74	98.7	0	0.0	40	53.3	0	0.0	4	5.3

CONNECTICUT OCCUPATIONAL STATISTICS
for Equal Employment Opportunity and Affirmative Action Planning
2000 Census of Population and Housing - Special EEO Tabulation

Hartford County

Black Non-Hispanic		Hispanic In Any Race		All Other Non-Hispanic				Occupation		
Female	%	Male	%	Female	%	Male	%			
115	7.7	54	3.6	85	5.7	39	2.6	29	2.0	Computer Operators (439011)
495	19.4	49	1.9	205	8.0	15	0.6	70	2.7	Data Entry Keyers (439021)
35	7.2	0	0.0	110	22.7	0	0.0	14	2.9	Word Processors & Typists (439022)
0	0.0	0	0.0	4	20.0	0	0.0	0	0.0	Desktop Publishers (439031)
300	13.4	8	0.4	50	2.2	0	0.0	45	2.0	Insurance Claims & Policy Proc. Clerks (439041)
85	9.0	75	7.9	150	15.9	35	3.7	44	4.7	Mail Clerks & Mail Mach Oper., Exc. USPS (439051)
610	10.7	95	1.7	365	6.4	50	0.9	175	3.1	Office Clerks, General (439061)
70	22.6	0	0.0	65	21.0	15	4.8	15	4.8	Office Machine Operators, Exc. Computer (439071)
10	8.7	0	0.0	0	0.0	15	13.0	4	3.5	Proofreaders & Copy Markers (439081)
15	12.5	0	0.0	0	0.0	0	0.0	0	0.0	Statistical Assistants (439111)
225	13.1	55	3.2	100	5.8	4	0.2	18	1.0	Office & Admn. Support Workers, All Other (439199)
0	0.0	213	26.5	93	11.6	10	1.2	10	1.2	FARMING, FISHING, & FORESTRY OCCUPATIONS (450000)
0	0.0	24	34.3	14	20.0	0	0.0	10	14.3	Super., Farming, Fishing, & Forestry Wrks (451000)
0	0.0	24	34.3	14	20.0	0	0.0	10	14.3	First-Line Sup./Mgns. of Farming, Etc. (451010)
0	0.0	185	27.2	79	11.6	10	1.5	0	0.0	Agricultural Workers (452000)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Agricultural Inspectors (452011)
0	0.0	0	0.0	4	40.0	10	100.0	0	0.0	Graders & Sorters, Agricultural Products (452041)
0	0.0	185	28.0	75	11.4	0	0.0	0	0.0	Misc. Agric. Wrks, Incl. Animal Breeders (4520XX)
0	0.0	4	26.7	0	0.0	0	0.0	0	0.0	Fishing & Hunting Workers (453000)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Forest, Conservation, & Logging Workers (454000)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Forest & Conservation Workers (454011)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Logging Workers (454020)
25	0.1	1,494	8.5	54	0.3	429	2.4	28	0.2	CONSTRUCTION & EXTRACTION OCCUPATIONS (470000)
0	0.0	80	3.7	0	0.0	28	1.3	0	0.0	Super., Construction & Extraction Workers (471000)
0	0.0	80	3.7	0	0.0	28	1.3	0	0.0	First-Line Sup./Mgns. of Constr & Exlr. Wrks (471011)
25	0.2	1,281	8.9	39	0.3	391	2.7	18	0.1	Construction Trades Workers (472000)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Boilermakers (472011)
0	0.0	30	5.8	0	0.0	8	1.6	0	0.0	Brickmasons, Blockmasons, & Stonemasons (472020)
0	0.0	255	7.4	0	0.0	99	2.9	10	0.3	Carpenters (472031)
0	0.0	50	11.4	0	0.0	0	0.0	0	0.0	Carpet, Floor, & Tile Installers & Finishers (472040)
0	0.0	0	0.0	0	0.0	4	8.9	0	0.0	Cement Masons, Concrete Finishers, Etc. (472050)
15	0.6	380	14.2	15	0.6	80	3.0	0	0.0	Construction Laborers (472061)
0	0.0	15	14.3	0	0.0	4	3.8	0	0.0	Paving, Surfacing, & Tamp'ng Equip. Oper. (472071)
0	0.0	4	0.6	4	0.6	0	0.0	0	0.0	Miscellaneous Construction Equip. Oper. (47207X)
0	0.0	10	2.3	0	0.0	4	0.9	0	0.0	Drywall Install., Ceil. Tile Install., & Tapers (472080)
0	0.0	85	5.2	0	0.0	25	1.5	0	0.0	Electricians (472111)
0	0.0	0	0.0	0	0.0	10	7.1	0	0.0	Glaziers (472121)
0	0.0	0	0.0	10	13.3	0	0.0	0	0.0	Insulation Workers (472130)
10	0.7	250	16.6	10	0.7	68	4.5	4	0.3	Painters, Construction & Maintenance (472141)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Paperhangers (472142)
0	0.0	40	3.3	0	0.0	45	3.7	0	0.0	Pipelayers, Plumbers, Pipefitters, Etc. (472150)
0	0.0	8	16.0	0	0.0	4	8.0	0	0.0	Plasterers & Stucco Masons (472161)
0	0.0	120	18.3	0	0.0	30	4.6	0	0.0	Roofers (472181)
0	0.0	15	2.8	0	0.0	10	1.9	0	0.0	Sheet Metal Workers (472211)
0	0.0	19	7.3	0	0.0	0	0.0	4	1.5	Iron & Steel Workers (472XXX)
0	0.0	20	28.6	0	0.0	0	0.0	0	0.0	Helpers, Construction Trades (473000)
0	0.0	20	28.6	0	0.0	0	0.0	0	0.0	Helpers, Construction Trades (473010)
0	0.0	103	12.3	15	1.8	10	1.2	0	0.0	Other Construction & Related Workers (474000)
0	0.0	4	1.6	0	0.0	10	4.1	0	0.0	Construction & Building Inspectors (474011)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Elevator Installers & Repairers (474021)
0	0.0	45	45.0	15	15.0	0	0.0	0	0.0	Fence Erectors (474031)
0	0.0	30	40.0	0	0.0	0	0.0	0	0.0	Hazardous Materials Removal Workers (474041)

Connecticut Labor Force Data for Affirmative Action Plans 4th Quarter - 2013



"All of us do not have equal talent, but all of us should have an equal opportunity to develop our talents."
John F. Kennedy

Characteristics of Job Seekers registered with *CT Works Career Centers*

Connecticut

Occupation	SOC Code	Total Applicants	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female
Total - All Occupations	00	65,363	34,988	30,375	19,276	14,805	6,030	7,040	6,354	5,742	3,328	2,788
Management Occupations	11	3,978	2,237	1,741	1,732	1,230	164	231	153	149	188	131
Top Executives	11.10	950	585	365	488	254	41	56	34	26	42	29
Advertising, Marketing, Promotions, Public Rel. Occupations	11.20	515	321	194	275	153	13	17	8	13	25	11
Operations Specialties Managers	11.30	653	286	367	226	288	15	42	19	31	26	26
Other Management Occupations	11.90	1,860	1,045	815	763	555	95	116	92	79	95	65
Business & Financial Operations Occupations	13	2,261	978	1,283	680	799	127	211	71	123	100	150
Business Operations Specialists	13.10	639	246	393	179	269	28	69	21	27	18	28
Financial Specialists	13.20	778	375	403	264	255	52	63	23	42	36	43
Other Business & Financial Operations Occupations	13.90	844	357	487	237	275	47	79	27	54	46	79
Computer & Mathematical Occupations	15	1,046	776	270	514	139	95	53	61	30	106	48
Computer Specialists	15.10	776	600	176	388	93	83	30	50	21	79	32
Mathematical Scientists	15.20	11	6	5	5	0	1	4	0	1	0	0
Other Computer & Mathematical Occupations	15.90	259	170	89	121	46	11	19	11	8	27	16
Architecture & Engineering Occupations	17	945	398	547	587	77	64	28	59	13	98	19
Architects, Surveyors, & Cartographers	17.10	30	24	6	18	5	1	0	2	0	3	1
Engineers	17.20	470	398	72	314	42	24	15	17	6	43	9
Drafters, Engineering, & Mapping Technicians	17.30	209	178	31	116	17	24	7	16	3	22	4
Other Architecture & Engineering Occupations	17.90	236	208	28	139	13	15	6	24	4	30	5
Life, Physical, & Social Science Occupations	19	377	179	198	112	133	22	27	16	13	29	25
Life Scientists	19.10	19	6	13	4	6	1	4	0	1	1	2
Physical Scientists	19.20	43	27	16	17	11	2	2	3	0	5	3
Social Scientists & Related Workers	19.30	117	40	77	24	49	3	13	6	8	7	7
Life, Physical, & Social Science Technicians	19.40	43	20	23	10	17	8	2	2	1	0	3
Other Life, Physical, & Social Science Occupations	19.90	155	86	69	57	50	8	6	5	3	16	10
Community & Social Services Occupations	21	1,040	305	735	116	288	115	291	44	93	30	63
Counselors, Social Workers, Other Cmnty./Soc. Svcs. Workers	21.10	728	224	504	82	186	86	210	37	67	19	41
Religious Workers	21.20	13	6	7	4	0	2	7	0	0	0	0
Other Community & Social Services Occupations	21.90	299	75	224	30	102	27	74	7	26	11	22
Legal Occupations	23	427	110	317	68	209	17	43	6	32	19	33
Lawyers, Judges, & Related Workers	23.10	88	48	40	35	32	0	3	0	0	13	5
Legal Support Workers	23.20	187	23	164	10	106	9	23	2	17	2	18
Other Legal Occupations	23.90	152	39	113	23	71	8	17	4	15	4	10

Characteristics of Job Seekers registered with CT Works Career Centers

Occupation	SOC Code	Total Applicants		Total		White		Black		Hispanic		Other	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Education, Training, & Library Occupations	25	1,163	853	310	146	372	69	220	62	184	33	77	
Postsecondary Teachers	25.10	163	100	63	26	45	14	30	13	18	10	7	
Primary, Secondary & Special Education Teachers	25.20	311	246	65	43	140	11	54	5	35	6	17	
Other Teachers & Instructors	25.30	56	30	26	12	17	6	5	3	6	5	2	
Librarians, Curators, & Archivists	25.40	12	9	3	1	5	1	2	0	0	1	2	
Other Education, Training, & Library Occupations	25.90	621	468	153	84	165	37	129	41	125	11	49	
Arts, Design, Entertainment, Sports, & Media Occupations	27	687	347	340	222	239	52	35	32	37	34	36	
Art & Design Workers	27.10	271	149	122	81	106	17	11	10	18	14	14	
Entertainers & Performers, Sports & Related Workers	27.20	53	21	32	17	8	7	5	3	6	5	2	
Media & Communication Workers	27.30	154	71	83	68	57	7	6	4	0	4	8	
Media & Communication Equipment Workers	27.40	32	12	20	12	8	4	0	3	2	1	2	
Other Arts, Design, Entertainment, Sports, & Media Workers	27.90	177	94	83	44	60	17	13	12	11	10	10	
Healthcare Practitioners & Technical Occupations	29	2,142	1,815	327	190	1,190	65	303	40	186	32	136	
Health Diagnosing & Treating Practitioners	29.10	719	632	87	55	488	13	52	6	44	13	48	
Health Technologists & Technicians	29.20	750	619	131	71	330	29	157	18	87	13	45	
Other Healthcare Practitioners & Technical Occupations	29.90	673	564	109	64	372	23	94	16	55	6	43	
Healthcare Support Occupations	31	3,996	3,568	428	140	1,168	171	1,436	60	687	57	277	
Nursing, Psychiatric, & Home Health Aides	31.10	2,133	1,925	208	43	489	106	900	32	388	27	148	
Occupational & Physical Therapist Assistants & Aides	31.20	24	19	5	2	9	2	6	1	4	0	0	
Other Healthcare Support Occupations	31.90	1,839	1,624	215	95	670	63	530	27	295	30	129	
Protective Service Occupations	33	678	166	512	236	61	150	56	80	42	46	7	
First-Line Supervisors/Mgrs. of Protective Service Workers	33.10	8	1	7	3	0	2	0	0	1	2	0	
Fire Fighting & Prevention Workers	33.20	9	0	9	3	0	5	0	1	0	0	0	
Law Enforcement Workers	33.30	56	12	44	27	4	8	1	6	6	3	1	
Other Protective Service Workers	33.90	605	153	452	203	57	135	55	73	35	41	6	
Food Preparation & Serving Related Occupations	35	3,380	1,630	1,750	706	838	481	343	400	320	163	129	
Supervisors of Food Preparation & Serving Workers	35.10	256	55	201	130	33	42	12	19	8	10	2	
Cooks & Food Preparation Workers	35.20	1,187	436	751	261	161	219	103	194	133	77	39	
Food & Beverage Serving Workers	35.30	1,001	685	316	141	420	70	116	71	103	34	46	
Other Food Preparation & Serving Related Workers	35.90	936	454	482	174	224	150	112	116	76	42	42	
Building & Grounds Cleaning & Maintenance Occupations	37	3,178	702	2,476	1,098	224	341	132	875	314	162	32	
Supervisors of Bldg./Grounds Cleaning & Maintenance Workers	37.10	71	23	48	19	4	12	5	14	14	3	0	
Building Cleaning & Pest Control Workers	37.20	979	470	509	138	123	139	90	195	228	37	29	
Grounds Maintenance Workers	37.30	1,372	54	1,318	663	40	102	2	477	11	76	1	
Other Building/Grounds Cleaning & Maintenance Occupations	37.90	756	155	601	278	57	88	35	189	61	46	2	

Characteristics of Job Seekers registered with CT Works Career Centers

Hartford

Occupation	SOC Code	Total Applicants	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female
Total - All Occupations	00	18,163	9,923	8,240	4,927	3,556	1,952	2,146	2,041	1,691	1,003	847
Management Occupations	11	1,054	597	457	457	309	57	68	37	49	46	31
Top Executives	11.10	284	176	108	129	76	19	16	12	6	16	10
Advertising, Marketing, Promotions, Public Rel. Occupations	11.20	118	84	34	76	24	4	6	1	2	3	2
Operations Specialties Managers	11.30	163	66	97	55	72	4	11	3	9	4	5
Other Management Occupations	11.90	489	271	218	197	137	30	35	21	32	23	14
Business & Financial Operations Occupations	13	758	320	438	207	256	43	66	32	44	38	70
Business Operations Specialists	13.10	224	87	137	55	99	13	21	11	10	8	7
Financial Specialists	13.20	230	111	119	82	68	13	19	7	14	9	18
Other Business & Financial Operations Occupations	13.90	304	122	182	70	89	17	28	14	20	21	45
Computer & Mathematical Occupations	15	350	260	90	164	43	36	21	17	8	43	18
Computer Specialists	15.10	262	204	58	125	30	31	12	14	4	34	12
Mathematical Scientists	15.20	2	0	2	0	0	0	2	0	0	0	0
Other Computer & Mathematical Occupations	15.90	86	56	30	39	13	5	7	3	4	9	6
Architecture & Engineering Occupations	17	280	240	40	167	19	26	12	14	4	33	5
Architects, Surveyors, & Cartographers	17.10	6	5	1	4	1	1	0	0	0	0	0
Engineers	17.20	160	135	25	103	12	13	7	3	3	16	3
Drafters, Engineering, & Mapping Technicians	17.30	50	41	9	23	6	7	2	6	1	5	0
Other Architecture & Engineering Occupations	17.90	64	59	5	37	0	5	3	5	0	12	2
Life, Physical, & Social Science Occupations	19	92	37	55	24	35	6	7	1	5	6	8
Life Scientists	19.10	5	2	3	2	1	0	1	0	0	0	1
Physical Scientists	19.20	7	6	1	4	0	0	1	0	0	2	0
Social Scientists & Related Workers	19.30	29	3	26	2	15	0	5	1	3	0	3
Life, Physical, & Social Science Technicians	19.40	9	4	5	1	5	3	0	0	0	0	0
Other Life, Physical, & Social Science Occupations	19.90	42	22	20	15	14	3	0	0	2	4	4
Community & Social Services Occupations	21	307	106	201	35	65	45	90	19	32	7	14
Counselors, Social Workers, Other Cmnty./Soc. Svcs. Workers	21.10	212	78	134	24	39	35	70	16	16	3	9
Religious Workers	21.20	3	1	2	1	0	0	2	0	0	0	0
Other Community & Social Services Occupations	21.90	92	27	65	10	26	10	18	3	16	4	5
Legal Occupations	23	130	41	89	25	56	6	12	2	10	8	11
Lawyers, Judges, & Related Workers	23.10	28	21	7	16	7	0	0	0	0	5	0
Legal Support Workers	23.20	56	6	50	2	31	2	6	1	6	1	7
Other Legal Occupations	23.90	46	14	32	7	18	4	6	1	4	2	4

Characteristics of Job Seekers registered with CT Works Career Centers

Hartford

Occupation	SOC Code	Total Applicants	Total		White		Black		Hispanic		Other	
			Male	Female	Male	Female	Male	Female	Male	Female		
Education, Training, & Library Occupations	25	273	99	174	41	76	25	41	25	44	8	13
Postsecondary Teachers	25.10	55	28	27	9	8	6	9	7	9	6	1
Primary, Secondary & Special Education Teachers	25.20	68	19	49	14	34	5	5	0	7	0	3
Other Teachers & Instructors	25.30	13	9	4	4	2	3	1	2	1	0	0
Librarians, Curators, & Archivists	25.40	3	2	1	1	1	1	0	0	0	0	0
Other Education, Training, & Library Occupations	25.90	134	41	93	13	31	10	26	16	27	2	9
Arts, Design, Entertainment, Sports, & Media Occupations	27	183	87	96	51	57	17	12	10	14	9	13
Art & Design Workers	27.10	72	25	47	17	28	3	4	3	8	2	7
Entertainers & Performers, Sports & Related Workers	27.20	12	7	5	3	1	3	3	1	1	0	0
Media & Communication Workers	27.30	41	26	15	18	9	4	3	3	0	1	3
Media & Communication Equipment Workers	27.40	9	7	2	3	2	3	0	0	0	1	0
Other Arts, Design, Entertainment, Sports, & Media Workers	27.90	49	22	27	10	17	4	2	3	5	5	3
Healthcare Practitioners & Technical Occupations	29	456	88	368	47	224	18	78	14	38	9	28
Health Diagnosing & Treating Practitioners	29.10	140	17	123	8	92	4	15	3	8	2	8
Health Technologists & Technicians	29.20	161	36	125	17	55	9	41	6	19	4	10
Other Healthcare Practitioners & Technical Occupations	29.90	155	35	120	22	77	5	22	5	11	3	10
Healthcare Support Occupations	31	990	117	873	37	243	46	368	17	175	17	87
Nursing, Psychiatric, & Home Health Aides	31.10	504	56	448	11	89	28	238	8	81	9	40
Occupational & Physical Therapist Assistants & Aides	31.20	4	1	3	1	1	0	1	0	1	0	0
Other Healthcare Support Occupations	31.90	482	60	422	25	153	18	129	9	93	8	47
Protective Service Occupations	33	201	145	56	58	13	49	26	21	16	17	1
First-Line Supervisors/Mgrs. of Protective Service Workers	33.10	4	4	0	0	0	2	0	0	0	2	0
Fire Fighting & Prevention Workers	33.20	2	2	1	0	1	0	0	0	0	0	0
Law Enforcement Workers	33.30	20	17	3	10	3	0	0	2	2	2	0
Other Protective Service Workers	33.90	175	122	53	47	12	43	26	19	14	13	1
Food Preparation & Serving Related Occupations	35	961	515	446	189	180	145	116	136	119	45	31
Supervisors of Food Preparation & Serving Workers	35.10	70	60	10	35	3	17	4	6	3	2	0
Cooks & Food Preparation Workers	35.20	349	215	134	71	39	55	39	68	47	21	9
Food & Beverage Serving Workers	35.30	255	85	170	33	88	19	37	25	36	8	9
Other Food Preparation & Serving Related Workers	35.90	287	155	132	50	50	54	36	37	33	14	13
Building & Grounds Cleaning & Maintenance Occupations	37	900	694	206	274	53	35	35	273	107	53	11
Supervisors of Bldg./Grounds Cleaning & Maintenance Workers	37.10	23	16	7	6	1	3	2	6	4	1	0
Building Cleaning & Pest Control Workers	37.20	292	141	151	35	34	30	24	65	83	11	10
Grounds Maintenance Workers	37.30	381	373	8	189	4	40	0	141	4	23	0
Other Building/Grounds Cleaning & Maintenance Occupations	37.90	204	164	40	64	14	21	9	61	16	18	1

Characteristics of Job Seekers registered with *CT Works Career Centers*

Hartford

Occupation	SOC Code	Total Applicants		Total		White		Black		Hispanic		Other	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Personal Care & Service Occupations	39	212	161	24	62	19	51	5	30	3	18		
Supervisors of Personal Care & Service Workers	39.10	1	1	1	1	0	0	0	0	0	0		
Animal Care & Service Workers	39.20	2	1	1	0	0	0	0	0	0	0		
Entertainment Attendants & Related Workers	39.30	12	6	3	1	1	2	1	1	1	2		
Funeral Service Workers	39.40	1	0	1	0	0	0	0	0	0	0		
Personal Appearance Workers	39.50	28	22	4	15	1	2	0	3	1	2		
Transportation, Tourism, & Lodging Attendants	39.60	4	2	0	1	2	0	0	1	0	0		
Other Personal Care & Service Workers	39.90	164	130	14	44	15	47	4	25	1	14		
Sales & Related Occupations	41	1,640	942	384	375	135	248	103	254	76	65		
Supervisors of Sales Workers	41.10	95	47	32	29	4	4	6	10	6	4		
Retail Sales Workers	41.20	793	522	115	166	76	164	52	167	28	25		
Sales Representatives, Services	41.30	264	105	105	63	24	14	15	20	15	8		
Sales Representatives, Wholesale & Manufacturing	41.40	53	23	17	12	6	5	3	5	4	1		
Other Sales & Related Workers	41.90	435	245	115	105	25	61	27	52	23	27		
Office & Administrative Support Occupations	43	3,115	2,175	414	963	192	600	194	370	140	242		
Supervisors of Office & Administrative Support Workers	43.10	16	14	1	9	1	3	0	1	0	1		
Communications Equipment Operators	43.20	8	7	0	4	1	1	0	2	0	0		
Financial Clerks	43.30	211	173	25	95	5	41	3	22	5	15		
Information & Record Clerks	43.40	1,336	830	223	313	87	241	99	170	97	106		
Material Recording, Scheduling, Dispatch/Distribution Workers	43.50	183	66	44	24	38	18	28	19	7	5		
Secretaries & Administrative Assistants	43.60	427	398	15	224	5	89	5	56	4	29		
Other Office & Administrative Support Workers	43.90	934	687	106	294	55	207	59	100	27	86		
Farming, Fishing, & Forestry Occupations	45	114	20	23	8	3	0	67	12	1	0		
Agricultural Workers	45.20	88	18	12	7	1	0	57	11	0	0		
Forest, Conservation, & Logging Workers	45.40	2	0	1	0	0	0	1	0	0	0		
Other Farming, Fishing, & Forestry Workers	45.90	24	2	10	1	2	0	9	1	1	0		
Construction & Extraction Occupations	47	1,564	49	914	17	194	4	294	16	113	12		
Supervisors of Construction & Extraction Workers	47.10	6	5	4	0	0	1	0	0	1	0		
Construction Trades Workers	47.20	791	18	472	4	91	1	168	9	42	4		
Helpers, Construction Trades	47.30	358	16	215	7	46	2	49	4	32	3		
Other Construction & Related Workers	47.40	37	36	15	1	4	0	12	0	5	0		
Extraction Workers	47.50	7	0	3	0	1	0	2	0	1	0		
Other Construction & Extraction Occupations	47.90	365	13	205	5	52	0	63	3	32	5		
Installation, Maintenance, & Repair Occupations	49	551	26	272	11	85	2	127	11	41	2		
Electrical & Electronic Equipment Mechanics, Installers	49.20	48	4	23	2	7	0	8	2	6	0		
Vehicle & Mobile Equipment Mechanics, Installers, Repairers	49.30	106	0	56	0	18	0	23	0	9	0		
Other Installation, Maintenance & Repair Occupations	49.90	397	375	22	193	60	2	96	9	26	2		

EEO Residence Data Results for Total US

Number of People

Geography	Occupation Census/SOC Code	Sex	Total	White Hispanic	Black Hispanic	AIAN Hispanic	Asian Hispanic	NE Hispanic	Other Hispanic	Black & White	AIAN & Black	Asian & White	Balance 2+ Races
US Total	Education Administrators (023) SOC 11-9030	Total	708600	553040	83740	4300	14555	680	650	1990	625	1075	3560
		Male	276750	255400	25575	1675	5875	205	170	690	170	350	1395
		Female	426850	325600	57165	2645	8680	475	480	1300	455	725	2165

Source: US Census Bureau, Census 2000 special tabulation

US Total 119030

Total	695700	TM	273975	TF	421725	WM	225340	WF	325700	BM	26575	BF	57165	HM	14305	HF	27050	OM	7755	OF	11810
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DIGEST OF EDUCATION STATISTICS
FALL 2011
TABLE 264: FULL-TIME INSTRUCTIONAL FACULTY IN DEGREE-GRANTING INSTITUTIONS
BY RACE/ETHNICITY, SEX AND ACADEMIC RANK

STAFF	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
PROFESSOR	177,266	125,463 70.8%	51,803 29.2%	106,039 59.8%	44,295 25.0%	3,984 2.2%	2,533 1.4%	3,499 2.0%	1,681 0.9%	11,941 6.7%	3,294 1.9%
ASSOCIATE PROFESSOR	149,215	85,875 57.6%	63,340 42.4%	68,447 45.9%	50,924 34.1%	4,373 2.9%	4,322 2.9%	3,437 2.3%	2,706 1.8%	9,618 6.4%	5,388 3.6%
ASSISTANT PROFESSOR	156,959	77,958 49.7%	79,001 50.3%	58,531 37.3%	59,483 37.9%	4,458 2.8%	6,536 4.2%	3,692 2.4%	3,736 2.4%	11,277 7.2%	9,246 5.9%
INSTRUCTORS	102,998	45,271 44.0%	57,727 56.0%	35,870 34.8%	44,833 43.5%	3,136 3.0%	5,464 5.3%	3,133 3.0%	3,773 3.7%	3,132 3.0%	3,657 3.6%
LECTURER	31,875	14,381 45.1%	17,494 54.9%	11,720 36.8%	14,103 44.2%	751 2.4%	937 2.9%	753 2.4%	1,020 3.2%	1,157 3.6%	1,434 4.5%
OTHER FACULTY	88,772	44,664 50.3%	44,108 49.7%	35,194 39.6%	34,250 38.6%	1,958 2.2%	3,197 3.6%	1,831 2.1%	2,070 2.3%	5,681 6.4%	4,591 5.2%

SOURCE: U.S. Department of Education, National Center for Education Statistics, 2011 Integrated Postsecondary Education Data System (IPEDS), Winter 2011-12. (This data in this table was prepared July 2012.)



DIGEST of EDUCATION STATISTICS

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Table 324.20. Doctor's degrees conferred by postsecondary institutions, by race/ethnicity and sex of student: Selected years, 1976-77 through 2011-12

Year and sex	Number of degrees conferred ¹ to U.S. citizens and nonresident aliens								Percentage distribution of degrees conferred ¹ to U.S. citizens							
	Total	White	Black	Hispanic	Asian/Pacific Islander	American Indian/Alaska Native	Two or more races	Non-resident alien	Total	White	Black	Hispanic	Asian/Pacific Islander	American Indian/Alaska Native	Two or more races	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
Total																
1976-77 ²	91,218	79,932	3,575	1,533	1,674	240	—	4,264	100.0	91.9	4.1	1.8	1.9	0.3	—	
1980-81 ³	97,281	84,200	3,893	1,924	2,267	312	—	4,685	100.0	90.9	4.2	2.1	2.4	0.3	—	
1990-91	105,547	81,791	4,429	3,210	5,120	356	—	10,641	100.0	86.2	4.7	3.4	5.4	0.4	—	
1995-96	115,507	82,641	6,153	4,361	8,979	607	—	12,766	100.0	80.4	6.0	4.2	8.7	0.6	—	
1996-97	118,747	84,244	6,694	4,615	9,730	675	—	12,789	100.0	79.5	6.3	4.4	9.2	0.6	—	
1997-98	118,735	83,690	7,018	4,705	9,814	732	—	12,776	100.0	79.0	6.6	4.4	9.3	0.7	—	
1998-99	116,700	82,066	7,004	4,959	10,025	774	—	11,872	100.0	78.3	6.7	4.7	9.6	0.7	—	
1999-2000	118,736	82,984	7,078	5,042	10,682	708	—	12,242	100.0	77.9	6.6	4.7	10.0	0.7	—	
2000-01	119,585	82,321	7,035	5,204	11,587	705	—	12,733	100.0	77.0	6.6	4.9	10.8	0.7	—	
2001-02	119,663	81,995	7,570	5,267	11,633	753	—	12,445	100.0	76.5	7.1	4.9	10.8	0.7	—	
2002-03	121,579	82,549	7,537	5,503	12,008	759	—	13,223	100.0	76.2	7.0	5.1	11.1	0.7	—	
2003-04	126,087	84,695	8,089	5,795	12,371	771	—	14,366	100.0	75.8	7.2	5.2	11.1	0.7	—	
2004-05	134,387	89,763	8,527	6,115	13,176	788	—	16,018	100.0	75.8	7.2	5.2	11.1	0.7	—	
2005-06	138,056	91,050	8,523	6,202	13,686	929	—	17,666	100.0	75.6	7.1	5.2	11.4	0.8	—	
2006-07	144,690	94,248	9,377	6,593	14,924	918	—	18,630	100.0	74.8	7.4	5.2	11.8	0.7	—	
2007-08	149,378	97,839	9,463	6,949	15,203	932	—	18,992	100.0	75.0	7.3	5.3	11.7	0.7	—	
2008-09	154,425	101,303	10,183	7,490	15,809	978	—	18,662	100.0	74.6	7.5	5.5	11.6	0.7	—	
2009-10	158,558	104,426	10,417	8,085	16,625	952	—	18,053	100.0	74.3	7.4	5.8	11.8	0.7	—	
2010-11	163,765	105,932	10,925	8,650	17,078	947	1,271	18,962	100.0	73.2	7.5	6.0	11.8	0.7	0.9	
2011-12	170,062	109,270	11,740	9,215	17,893	913	1,569	19,462	100.0	72.6	7.8	6.1	11.9	0.6	1.0	
Males																
1976-77 ²	71,709	62,977	2,338	1,216	1,311	182	—	3,685	100.0	92.6	3.4	1.8	1.9	0.3	—	
1980-81 ³	68,853	59,574	2,206	1,338	1,589	223	—	3,923	100.0	91.8	3.4	2.1	2.4	0.3	—	
1990-91	64,242	48,812	1,991	1,835	3,038	196	—	8,370	100.0	87.4	3.6	3.3	5.4	0.4	—	
1995-96	67,189	47,420	2,526	2,364	4,987	328	—	9,564	100.0	82.3	4.4	4.1	8.7	0.6	—	
1996-97	68,387	48,113	2,704	2,481	5,334	368	—	9,387	100.0	81.5	4.6	4.2	9.0	0.6	—	
1997-98	67,232	47,189	2,808	2,525	5,171	364	—	9,175	100.0	81.3	4.8	4.3	8.9	0.6	—	
1998-99	65,340	45,802	2,793	2,533	5,382	402	—	8,428	100.0	80.5	4.9	4.5	9.5	0.7	—	
1999-2000	64,930	45,308	2,762	2,602	5,467	333	—	8,458	100.0	80.2	4.9	4.6	9.7	0.6	—	
2000-01	64,171	44,131	2,655	2,564	5,759	346	—	8,716	100.0	79.6	4.8	4.6	10.4	0.6	—	
2001-02	62,731	43,014	2,821	2,586	5,645	357	—	8,308	100.0	79.0	5.2	4.8	10.4	0.7	—	
2002-03	62,730	42,569	2,735	2,671	5,683	358	—	8,714	100.0	78.8	5.1	4.9	10.5	0.7	—	
2003-04	63,981	43,014	2,888	2,731	5,620	357	—	9,371	100.0	78.8	5.3	5.0	10.3	0.7	—	
2004-05	67,257	44,749	2,904	2,863	5,913	370	—	10,458	100.0	78.8	5.1	5.0	10.4	0.7	—	
2005-06	68,912	45,476	2,949	2,850	5,977	429	—	11,231	100.0	78.8	5.1	4.9	10.4	0.7	—	
2006-07	71,308	46,228	3,225	3,049	6,597	421	—	11,788	100.0	77.7	5.4	5.1	11.1	0.7	—	
2007-08	73,453	48,203	3,296	3,146	6,535	447	—	11,826	100.0	78.2	5.3	5.1	10.6	0.7	—	
2008-09	75,639	49,861	3,528	3,385	6,904	460	—	11,501	100.0	77.7	5.5	5.3	10.8	0.7	—	
2009-10	76,605	50,705	3,622	3,641	7,230	430	—	10,977	100.0	77.3	5.5	5.5	11.0	0.7	—	
2010-11	79,654	51,666	3,836	3,985	7,545	454	571	11,597	100.0	75.9	5.6	5.9	11.1	0.7	0.8	
2011-12	82,611	53,444	4,108	4,215	7,792	418	701	11,933	100.0	75.6	5.8	6.0	11.0	0.6	1.0	
Females																
1976-77 ²	19,509	16,955	1,237	317	363	58	—	579	100.0	89.6	6.5	1.7	1.9	0.3	—	
1980-81 ³	28,428	24,626	1,687	586	678	89	—	762	100.0	89.0	6.1	2.1	2.5	0.3	—	
1990-91	41,305	32,979	2,438	1,375	2,082	160	—	2,271	100.0	84.5	6.2	3.5	5.3	0.4	—	
1995-96	48,318	35,221	3,627	1,997	3,992	279	—	3,202	100.0	78.1	8.0	4.4	8.8	0.6	—	
1996-97	50,360	36,131	3,990	2,134	4,396	307	—	3,402	100.0	76.9	8.5	4.5	9.4	0.7	—	

Year and sex 1	Number of degrees conferred ¹ to U.S. citizens and nonresident aliens								Percentage distribution of degrees conferred ¹ to U.S. citizens						
	Total	White	Black	His-panic	Asian/Pacific Islander	American Indian/ Alaska Native	Two or more races	Non-resident alien	Total	White	Black	His-panic	Asian/Pacific Islander	American Indian/ Alaska Native	Two or more races
									10	11	12	13	14	15	16
1997-98	51,503	36,501	4,210	2,180	4,643	368	--	3,601	100.0	76.2	8.8	4.6	9.7	0.8	--
1998-99	51,360	36,264	4,211	2,426	4,643	372	--	3,444	100.0	75.7	8.8	5.1	9.7	0.8	--
1999-2000	53,806	37,676	4,316	2,440	5,215	375	--	3,784	100.0	75.3	8.6	4.9	10.4	0.7	--
2000-01	55,414	38,190	4,380	2,640	5,828	359	--	4,017	100.0	74.3	8.5	5.1	11.3	0.7	--
2001-02	56,932	38,981	4,749	2,681	5,988	396	--	4,137	100.0	73.8	9.0	5.1	11.3	0.8	--
2002-03	58,849	39,980	4,802	2,832	6,325	401	--	4,509	100.0	73.6	8.8	5.2	11.6	0.7	--
2003-04	62,106	41,681	5,201	3,064	6,751	414	--	4,995	100.0	73.0	9.1	5.4	11.8	0.7	--
2004-05	67,130	45,014	5,623	3,252	7,263	418	--	5,560	100.0	73.1	9.1	5.3	11.8	0.7	--
2005-06	69,144	45,574	5,574	3,352	7,709	500	--	6,435	100.0	72.7	8.9	5.3	12.3	0.8	--
2006-07	73,382	48,020	6,152	3,544	8,327	497	--	6,842	100.0	72.2	9.2	5.3	12.5	0.7	--
2007-08	75,925	49,636	6,167	3,803	8,668	485	--	7,166	100.0	72.2	9.0	5.5	12.6	0.7	--
2008-09	78,786	51,442	6,655	4,105	8,905	518	--	7,161	100.0	71.8	9.3	5.7	12.4	0.7	--
2009-10	81,953	53,721	6,795	4,444	9,395	522	--	7,076	100.0	71.7	9.1	5.9	12.5	0.7	--
2010-11	84,111	54,266	7,089	4,665	9,533	493	700	7,365	100.0	70.7	9.2	6.1	12.4	0.6	0.9
2011-12	87,451	55,826	7,632	5,000	10,101	495	868	7,529	100.0	69.9	9.5	6.3	12.6	0.6	1.1

--Not available.

¹ Includes Ph.D., Ed.D., and comparable degrees at the doctoral level, as well as such degrees as M.D., D.D.S., and law degrees that were formerly classified as first-professional degrees.

² Excludes 500 males and 12 females whose racial/ethnic group was not available.

³ Excludes 714 males and 21 females whose racial/ethnic group was not available.

NOTE: Data through 1990-91 are for institutions of higher education, while later data are for postsecondary institutions participating in Title IV federal financial aid programs. Race categories exclude persons of Hispanic ethnicity. For 1989-90 and later years, reported racial/ethnic distributions of students by level of degree, field of degree, and sex were used to estimate race/ethnicity for students whose race/ethnicity was not reported. Detail may not sum to totals because of rounding.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Higher Education General Information Survey (HEGIS), "Degrees and Other Formal Awards Conferred" surveys, 1976-77 and 1980-81; Integrated Postsecondary Education Data System (IPEDS), "Completions Survey" (IPEDS-C:80-89); and IPEDS Fall 2000 through Fall 2012, Completions component. (This table was prepared July 2013.)

2013 Tables and Figures

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National Center for Education Statistics - <http://nces.ed.gov>
U.S. Department of Education

Table 20.1.1 Employees in degree-granting institutions, by race/ethnicity, sex, employment status, control and level of institution and primary occupation: Fall 2011

Sex, employment status, control and level of institution, and primary occupation	Grand Total	Total		White		Black		Hispanic		Other	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Executive/Administrative/Managerial	231490	106004	125486	87761	98623	8572	13923	5198	7618	4473	5322
Faculty (Instruction, research & public service)	1399677	721610	678067	585856	538889	43797	61495	33028	32243	58929	45440
Professional Staff	2618313	1233693	1384620	988566	1069310	84620	138788	62069	77952	98438	98570
Other Professionals	755100	291037	464063	224265	343049	26900	54985	17363	30543	22509	35486
Nonprofessional Staff	881036	336844	544192	222225	361876	57036	95619	39632	59177	17951	27520

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Winter-2011-12, Human Resources component, Fall Staff section. (This table was prepared July 2012).

NCAA Coaching Data (2012-2013)

HEAD COACHES	Total	TM	TF	WM	WF	BM	BF	HM	HF	OM	OF
Baseball Mens	298	297	1	266	1	16	0	12	0	3	0
Basketball Mens	347	345	2	242	2	98	0	3	0	2	0
Basketball Womens	346	140	206	117	152	22	50	1	1	0	3
Cross County Mens	311	277	34	222	25	49	8	4	1	2	0
Football Mens	252	252	0	201	0	44	0	1	0	6	0
Golf Mens	298	295	3	277	2	12	1	1	0	5	0
Golf Womens	255	105	150	94	141	9	0	0	2	2	7
Lacrosse Women's	100	14	86	13	82	0	3	0	0	1	1
Soccer Mens	196	195	1	175	1	7	0	9	0	4	0
Soccer Womens	310	223	87	189	80	12	2	9	3	13	2
Softball Womens	297	101	196	87	172	8	13	3	5	3	6
Swimming Womens	205	176	29	169	29	1	0	2	0	4	0
Track Indoor Mens	262	242	20	177	11	60	9	1	0	4	0
Track Indoor Womens	314	253	61	190	31	55	30	2	0	6	0
Track outdoor Mens	285	264	21	194	12	63	9	3	0	4	0
Track outdoor Womens	325	264	61	197	32	57	29	5	0	5	0
Volleyball Womens	323	182	141	159	112	9	24	7	2	7	3
ASSISTANT COACHES											
Baseball Mens	771	752	19	691	19	15	0	32	0	14	0
Basketball Mens	1,083	1,061	22	566	18	466	4	6	0	23	0
Basketball Womens	1,036	349	687	213	357	123	303	6	12	7	15
Cross County Mens	483	358	125	265	92	73	26	11	5	9	2
Football Mens	2,798	2,761	37	1791	25	855	10	33	0	82	2
Golf Mens	197	185	12	175	10	5	2	1	0	4	0
Golf Womens	184	80	104	73	92	3	2	1	2	3	8
Lacrosse Women's	186	20	166	18	161	0	0	0	1	2	4
Soccer Mens	422	409	13	346	13	22	0	25	0	16	0
Soccer Womens	616	314	302	257	272	19	13	19	8	19	9
Softball Womens	569	145	424	123	372	16	14	4	21	2	17
Swimming Womens	483	296	187	269	168	7	5	7	1	13	13
Track Indoor Mens	985	766	219	540	146	192	62	17	4	17	7
Track Indoor Womens	1,135	818	317	570	208	209	92	16	7	23	10
Track outdoor Mens	1,066	822	244	580	157	204	72	19	6	19	9
Track outdoor Womens	1,152	827	325	582	214	207	94	15	7	23	10
Volleyball Womens	619	300	319	244	255	9	35	14	13	33	16
Total	18,509	13,888	4,621	10,272	3,464	2,947	912	289	101	380	144
Percentage	100.0%	75.0%	25.0%	55.5%	18.7%	15.9%	4.9%	1.6%	0.5%	2.1%	0.8%



Race and Gender Demographics Search

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Head Coaches

2012 - 2013 Division I Figures

Men's Teams																				
Sport	White		Black		American Indian/Alaskan Native		Asian		Hispanic/Latino		Native Hawaiian/Pacific Islander		Two or More Races		Nonresident Alien		Other		Total	
	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W
Baseball	266	1	16	0	0	0	2	0	12	0	1	0					0	0	298	1
Basketball	242	2	98	0	0	0	0	0	3	0	0	0					2	0	346	2
Cross Country	222	25	49	8	0	0	1	0	4	1	0	0					1	0	281	34
Fencing	14	2	0	0	0	0	1	0	0	0	0	0					3	0	19	2
Football	201	0	44	0	2	0	1	0	1	0	1	0					2	0	252	0
Golf	277	2	12	1	0	0	4	0	1	0	0	0					1	0	296	3
Gymnastics	15	0	0	0	0	0	1	0	0	0	0	0					0	0	16	0
Ice Hockey	54	0	0	0	0	0	0	0	0	0	0	0					0	0	59	0
Lacrosse	62	0	1	0	0	0	0	0	0	0	0	0					0	0	63	0
Rifle	15	1	0	0	0	0	1	0	0	0	0	0					0	0	16	1
Rowing	28	0	0	0	0	0	0	0	1	0	0	0					0	0	29	0
Skating	15	0	0	0	0	0	0	0	0	0	0	0					0	0	15	0
Soccer	175	1	7	0	1	0	0	0	9	0	0	0					3	0	204	1
Swimming	134	8	1	0	0	0	0	0	2	0	0	0					1	0	140	8
Tennis	202	6	13	1	2	0	6	0	8	0	0	0					8	0	255	7
Track, Indoor	177	11	60	9	1	0	2	0	1	0	0	0					1	0	245	20
Track, Outdoor	194	12	63	9	1	0	2	0	3	0	0	0					1	0	268	21
Volleyball	20	0	1	0	0	0	1	0	0	0	0	0					0	0	23	0
Water Polo	18	0	1	0	0	0	0	0	2	0	0	0					1	0	22	0
Wrestling	69	0	6	0	0	0	0	0	1	0	0	0					0	0	77	0
Other	36	3	2	0	0	0	0	0	0	0	0	0					0	0	40	3

Women's Teams																				
Sport	White		Black		American Indian/Alaskan Native		Asian		Hispanic/Latino		Native Hawaiian/Pacific Islander		Two or More Races		Nonresident Alien		Other		Total	
	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W
Basketball	117	152	22	50	0	1	0	0	1	1	0	0					0	2	140	209
Bowling	10	10	9	5	0	0	0	0	0	0	0	0					0	0	19	15
Cross Country	209	49	48	23	1	1	1	0	4	1	0	0					2	0	272	74
Fencing	15	2	0	1	0	0	1	0	0	1	0	0					3	0	20	5
Field Hockey	8	55	0	2	0	0	0	1	1	3	0	0					1	1	11	69
Golf	94	141	9	0	1	1	0	5	0	2	0	1					1	0	105	156
Gymnastics	34	29	1	0	0	0	1	0	0	0	0	0					0	0	36	30

Women's Teams																					
Sport	White		Black		American Indian/Alaskan Native		Asian		Hispanic/Latino		Native Hawaiian/Pacific Islander		Two or More Races		Nonresident Alien		Other		Total		
	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	
Ice Hockey	25	7	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	28	8	
Lacrosse	13	82	0	3	0	0	1	1	0	0	0	0	0	0	0	0	0	0	14	88	
Rifle	16	5	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	17	5	
Rowing	58	27	1	0	0	0	1	0	1	0	0	0	0	0	0	0	0	1	63	29	
Sand Volleyball	19	6	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	20	8
Skating	16	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16	1
Soccer	189	80	12	2	1	0	3	0	9	3	1	0	0	0	0	0	0	8	2	233	95
Softball	87	172	8	13	1	1	0	3	3	5	0	1	0	0	0	0	0	2	1	101	197
Swimming	169	29	1	0	0	0	1	0	2	0	0	0	0	0	0	0	0	3	0	179	31
Tennis	159	88	18	5	2	0	5	3	7	3	0	0	0	0	0	0	0	7	1	212	111
Track, Indoor	190	31	55	30	2	0	3	0	2	0	0	0	0	0	0	0	0	1	0	259	63
Track, Outdoor	197	32	57	29	2	0	2	0	5	0	0	0	0	0	0	0	0	1	0	270	63
Volleyball	159	112	9	24	0	0	3	1	7	2	2	1	0	0	0	0	0	2	1	192	144
Water Polo	23	7	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	26	7
Other	33	24	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	34	26

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Assistant Coaches

2012 - 2013 Division I Figures

Men's Teams																				
Sport	White		Black		American Indian/Alaskan Native		Asian		Hispanic/Latino		Native Hawaiian/Pacific Islander		Two or More Races	Nonresident Alien		Other	Total			
	M	W	M	W	M	W	M	W	M	W	M	W		M	W		M	W		
Baseball	691	19	15	0	1	0	3	0	32	0	0	0					10	0	764	19
Basketball	566	18	466	4	1	0	5	0	6	0	0	0					17	0	1,075	22
Cross Country	265	92	73	26	1	1	3	0	11	5	0	1					5	0	364	129
Fencing	24	3	0	1	0	0	1	0	0	1	0	0					4	0	32	5
Football	1,791	25	855	10	3	0	9	1	33	0	26	1					44	0	2,781	37
Golf	175	10	5	2	0	0	3	0	1	0	0	0					1	0	190	13
Gymnastics	22	0	0	0	0	0	2	0	3	0	0	0					0	0	28	0
Ice Hockey	132	0	0	0	0	0	0	0	0	0	0	0					0	0	140	0
Lacrosse	142	0	2	0	0	0	1	0	1	0	0	0					9	0	155	0
Rifle	6	2	0	0	0	0	0	0	1	0	0	0					0	0	7	2
Rowing	48	3	0	0	0	0	1	0	0	0	0	0					2	0	51	3
Skating	12	8	0	0	0	0	0	0	0	0	0	0					1	0	14	8
Soccer	346	13	22	0	0	0	5	0	25	0	0	0					11	0	434	13
Swimming	232	109	7	3	0	0	8	4	6	2	0	1					9	1	270	122
Tennis	164	16	10	6	0	0	5	1	14	0	0	0					6	0	241	30
Track, Indoor	540	146	192	62	1	1	1	0	17	4	0	1					15	5	784	230
Track, Outdoor	580	157	204	72	1	1	2	1	19	6	0	1					16	6	839	254
Volleyball	34	2	0	0	0	0	3	0	0	1	0	0					2	0	42	3
Water Polo	20	5	0	0	0	0	0	0	0	0	0	0					3	0	24	5
Wrestling	155	2	8	0	0	0	2	0	6	0	0	0					5	0	177	2
Other	64	12	9	0	1	0	1	0	0	0	0	0					7	3	83	15

Women's Teams																				
Sport	White		Black		American Indian/Alaskan Native		Asian		Hispanic/Latino		Native Hawaiian/Pacific Islander		Two or More Races	Nonresident Alien		Other	Total			
	M	W	M	W	M	W	M	W	M	W	M	W		M	W		M	W		
Basketball	213	357	123	303	0	0	2	9	6	12	0	0					5	6	353	701
Bowling	6	4	9	0	0	1	0	0	0	0	0	0					0	0	15	5
Cross Country	255	129	75	35	2	2	2	0	9	4	0	1					4	0	354	173
Fencing	27	8	0	1	0	0	2	0	0	1	0	0					2	0	34	11
Field Hockey	21	104	0	0	0	0	0	1	0	0	0	0					0	1	33	109
Golf	73	92	3	2	0	0	2	7	1	2	1	0					0	1	86	108

Women's Teams																				
Sport	White		Black		American Indian/Alaskan Native		Asian		Hispanic/Latino		Native Hawaiian/Pacific Islander		Two or More Races		Nonresident Alien		Other		Total	
	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W
Gymnastics	48	48	6	0	0	0	1	3	1	3	0	0					0	0	56	55
Ice Hockey	25	36	0	0	0	0	0	1	0	0	0	0					0	0	26	42
Lacrosse	18	161	0	0	1	0	0	1	0	1	0	0					0	0	8	3
Rifle	7	3	0	0	0	0	0	0	1	0	0	0					1	0	59	148
Rowing	55	139	1	1	0	0	1	3	1	1	0	0					0	0	19	17
Sand Volleyball	14	14	1	2	0	0	2	1	2	0	0	0					1	0	14	10
Skating	11	10	0	0	0	0	0	0	0	0	0	0					10	5	331	320
Soccer	257	272	19	13	0	0	9	4	19	8	0	0					0	5	147	435
Softball	123	372	16	14	1	1	0	8	4	21	1	3					5	3	305	192
Swimming	269	168	7	5	0	0	8	9	7	1	0	1					2	6	154	154
Tennis	104	103	8	9	0	0	4	7	10	3	0	0					17	6	836	330
Track, Indoor	570	208	209	92	2	2	4	1	16	7	0	1					17	5	846	338
Track, Outdoor	582	214	207	94	2	2	4	1	15	7	0	2					8	4	307	342
Volleyball	244	255	9	35	0	1	16	6	14	13	9	5					2	0	21	20
Water Polo	16	19	0	0	0	0	1	0	1	0	0	0					9	5	40	46
Other	28	38	1	2	0	0	0	1	0	0	0	0								

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UTILIZATION ANALYSIS

Section 46a-68-40

In order to determine if protected groups are fully and fairly utilized in the University's workforce, the number of protected class persons in the workforce of the University must be compared to the availability of such persons for employment. Comparisons between the University's workforce and the availability bases calculated in the preceding section have been conducted by occupational category and significant position classifications for each relevant labor market.

"Utilization Analysis" is a comparison between the race/sex composition of the workforce, by occupational category or job title, and the availability base of such persons in the relevant labor market area. This analysis compares the University's internal distribution of minorities and females to their incidence in the external labor market to determine whether the University is at parity.

"Parity" is a condition where the percentage of the representation of a protected class in the workforce equals the percentage of such persons in the availability base.

"Underutilization" is a condition where the percentage of representation of a protected class in the workforce is less than the percentage of such persons in the availability base for that class.

The University has conducted the utilization analysis for each labor market area on Form 40A1 provided by the "Regulations Concerning Affirmative Action by State Government." Line E of each form yields a conclusion that protected class persons are over utilized, underutilized or at parity, when compared to the availability base of such persons for employment.

Note: After consultation with the CHRO reviewer on March 6, 2013, the University has removed all coaching titles out of the faculty category and created a separate EEO category (coaching) and a separate analysis was conducted in all numerical sections of the plan.

When new faculty hires have not completed their terminal degrees, they are hired at the instructor level until they obtain the degree required; therefore, after consultation with the CHRO reviewer on March 6, 2013 the instructor category has been consolidated into the Assistant Professor category.

In the 2013 AA Plan review this section was found to be in compliance with the AA Regulations. After consultation and receipt of technical assistance on June 6, 2014, regarding section 46a-68-40, utilization analysis, the category of protective services has been modified solely based on EEO category designation and not numerical analysis. The category of protective services has been taken out of the EEO 7 category and separated into its own category.

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Statewide/National**
 CATEGORY OR CLASS: **EEO1 - Executive Administrative**
 REGION/FACILITY IN AREA: **Statewide/National**
 DATA RESOURCE: **See Availability Data**

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

3
3
0
2/28/2014

FORM 40A1

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE		
WORKFORCE %			100.0%	60.0%	40.0%	48.6%	34.3%	8.6%	0.0%	2.9%	5.7%	0.0%	0.0%	A	
WORKFORCE PARITY %			100.0	47.7	52.3	39.1	40.8	3.8	5.8	2.6	3.3	2.2	2.4	B	
WORKFORCE NOS.			35	21	14	17	12	3	0	1	2	0	0	C	
WORKFORCE PARITY NOS.				16.7	18.3	13.7	14.3	1.3	2.0	0.9	1.2	0.8	0.8	D	
NET UTILIZATION (+/-)				4.3	-4.3	3.3	-2.3	1.7	-2.0	0.1	0.8	-0.8	-0.8	E	
PREVIOUS UTILIZATION*				3.5	-3.5	2.7	-1.5	1.6	-1.9	0.1	0.8	-0.8	-0.9	F	
HIRING GOALS	Previous Filing's Goals	Short	5	1	4	0	1	0	2	0	0	1	1	G	
		Long	0	0	0	0	0	0	0	0	0	0	0	H	
	Current Filing's Hires	Short	3	2	1	2	1	0	0	0	0	0	0	I	
		Long	0	0	0	0	0	0	0	0	0	0	0	J	
	Achiev. % Rate Goals	Short					100.0%			0.0%			0.0%	0.0%	K
		Long													L
	Current Filing's Goals	Short	6	1	5	0	2	0	2	0	0	0	1	1	M
		Long	0	0	0	0	0	0	0	0	0	0	0	0	N
PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	1	0	1	0	1	0	0	0	0	0	0	O	
		UM	0	0	0	0	0	0	0	0	0	0	0	0	P
	Current Filing's Promos	Total	1	0	1	0	1	0	0	0	0	0	0	0	Q
		UM	0	0	0	0	0	0	0	0	0	0	0	0	R
	Achiev. % Rate Goals	Total					100.0%								S
		UM													T
	Current Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0	0	U
		UM	0	0	0	0	0	0	0	0	0	0	0	0	V
NOTE:															

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Statewide/National**
 CATEGORY OR CLASS: **EEO 2 - Faculty - Assistant Professor**
 REGION/FACILITY IN AREA: **Statewide/National**
 DATA RESOURCE: **See Availability Data**

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

20
20
0
2/28/2014

FORM 40A1

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE		
WORKFORCE %			100.0%	51.7%	48.3%	39.1%	32.2%	4.6%	4.6%	1.1%	5.7%	6.9%	5.7%	A	
WORKFORCE PARITY %			100.0	47.6	52.4	35.6	37.3	3.0	5.4	2.9	3.4	6.1	6.5	B	
WORKFORCE NOS.			87	45	42	34	28	4	4	1	5	6	5	C	
WORKFORCE PARITY NOS.				41.4	45.6	31.0	32.5	2.6	4.7	2.5	3.0	5.3	5.7	D	
NET UTILIZATION (+/-)				3.6	-3.6	3.0	-4.5	1.4	-0.7	-1.5	2.0	0.7	-0.7	E	
PREVIOUS UTILIZATION				3.9	-3.9	5.5	-2.0	-0.8	-1.1	-1.4	0.1	0.4	-1.1	F	
HIRING GOALS	Previous Filing's Goals	Short	6	2	4	0	2	1	1	1	0	0	1	G	
		Long	0	0	0	0	0	0	0	0	0	0	0	H	
	Current Filing's Hires	Short	24	12	12	8	7	2	1	0	3	2	1	I	
		Long	0	0	0	0	0	0	0	0	0	0	0	J	
	Achiev. % Rate Goals	Short					100.0%	100.0%	100.0%	0.0%			100.0%	K	
		Long												L	
	Current Filing's Goals	Short	9	2	7	0	5	0	1	2	0	0	0	1	M
		Long	0	0	0	0	0	0	0	0	0	0	0	0	N
	PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0	O
UM			0	0	0	0	0	0	0	0	0	0	0	P	
Current Filing's Promos		Total	0	0	0	0	0	0	0	0	0	0	0	Q	
		UM	0	0	0	0	0	0	0	0	0	0	0	R	
Achiev. % Rate Goals		Total												S	
		UM												T	
Current Filing's Goals		Total	0	0	0	0	0	0	0	0	0	0	0	0	U
		UM	0	0	0	0	0	0	0	0	0	0	0	0	V
NOTE:															

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Statewide/National**
 CATEGORY OR CLASS: **EEO 2 - Faculty - Associate Professor**
 REGION/FACILITY IN AREA: **Statewide/National**
 DATA RESOURCE: **See Availability Data**

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

15
3
12
2/28/2014

FORM 40A1

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE	
WORKFORCE %			100.0%	55.9%	44.1%	41.9%	38.2%	2.9%	1.5%	2.2%	1.5%	8.8%	2.9%	
WORKFORCE PARITY %			100.0	53.2	46.8	41.0	33.0	4.0	4.0	1.5	4.6	6.7	5.1	
WORKFORCE NOS.			136	76	60	57	52	4	2	3	2	12	4	
WORKFORCE PARITY NOS.				72.4	63.6	55.8	44.9	5.4	5.4	2.0	6.3	9.1	6.9	
NET UTILIZATION (+/-)				3.6	-3.6	1.2	7.1	-1.4	-3.4	1.0	-4.3	2.9	-2.9	
PREVIOUS UTILIZATION				5.7	-5.8	-0.3	4.0	-1.1	-3.0	1.9	-4.4	5.1	-2.4	
HIRING GOALS	Previous Filing's Goals	Short	4	0	4	0	0	0	1	0	2	0	1	
		Long	0	0	0	0	0	0	0	0	0	0	0	
	Current Filing's Hires	Short	7	5	2	3	1	0	0	1	0	1	1	
		Long	0	0	0	0	0	0	0	0	0	0	0	
	Achiev. % Rate Goals	Short								0.0%		0.0%		100.0%
		Long												
	Current Filing's Goals	Short	5	0	5	0	0	0	0	2	0	2	0	1
		Long	0	0	0	0	0	0	0	0	0	0	0	0
PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	6	1	5	0	0	1	2	0	2	0	1	
		UM	0	0	0	0	0	0	0	0	0	0	0	
	Current Filing's Promos	Total	18	8	10	6	7	1	1	0	2	1	0	
		UM	0	0	0	0	0	0	0	0	0	0	0	
	Achiev. % Rate Goals	Total							100.0%	50.0%		100.0%		0.0%
		UM												
	Current Filing's Goals	Total	6	1	5	0	0	1	1	0	0	2	0	2
		UM	0	0	0	0	0	0	0	0	0	0	0	0
NOTE:														

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Statewide/National**
 CATEGORY OR CLASS: **EEO 2 - Faculty - Professor**
 REGION/FACILITY IN AREA: **Statewide/National**
 DATA RESOURCE: **See Availability Data**
 FORM 40A1

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

12
1
11
2/28/2014

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE	
WORKFORCE %			100.0%	61.5%	38.5%	47.1%	29.9%	3.7%	2.7%	5.3%	2.1%	5.3%	3.7%	
WORKFORCE PARITY %			100.0	57.0	43.0	43.6	37.0	2.8	1.6	2.2	1.6	8.2	2.9	
WORKFORCE NOS.			187	115	72	88	56	7	5	10	4	10	7	
WORKFORCE PARITY NOS.				106.6	80.4	81.5	69.2	5.2	3.0	4.1	3.0	15.3	5.4	
NET UTILIZATION (+/-)				8.4	-8.4	6.5	-13.2	1.8	2.0	5.9	1.0	-5.3	1.6	
PREVIOUS UTILIZATION				5.1	-5.1	8.3	-11.6	3.5	0.8	2.4	3.2	-8.9	2.3	
HIRING GOALS	Previous Filing's Goals	Short	2	1	1	0	1	0	0	0	0	1	0	
		Long	0	0	0	0	0	0	0	0	0	0	0	
	Current Filing's Hires	Short	0	0	0	0	0	0	0	0	0	0	0	
		Long	0	0	0	0	0	0	0	0	0	0	0	
	Achiev. % Rate Goals	Short					0.0%						0.0%	
		Long												
	Current Filing's Goals	Short	3	1	2	0	2	0	0	0	0	0	1	0
		Long	0	0	0	0	0	0	0	0	0	0	0	0
PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	19	8	11	0	11	0	0	0	0	8	0	
		UM	0	0	0	0	0	0	0	0	0	0	0	
	Current Filing's Promos	Total	10	6	4	3	3	0	1	2	0	1	0	
		UM	0	0	0	0	0	0	0	0	0	0	0	
	Achiev. % Rate Goals	Total					27.3%						12.5%	
		UM												
	Current Filing's Goals	Total	15	4	11	0	11	0	0	0	0	0	4	0
		UM	0	0	0	0	0	0	0	0	0	0	0	0
NOTE:														

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Statewide/National**
 CATEGORY OR CLASS: **EEO 2 - Faculty - Coaching**
 REGION/FACILITY IN AREA: **Statewide/National**
 DATA RESOURCE: **See Availability Data**
 FORM 40A1

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

5
5
0
2/28/2014

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE	
WORKFORCE %			100.0%	68.8%	31.3%	62.5%	28.1%	3.1%	3.1%	3.1%	0.0%	0.0%	0.0%	
WORKFORCE PARITY %			100.0	74.0	26.0	54.5	19.1	15.3	4.9	1.9	1.1	2.5	0.9	
WORKFORCE NOS.			32	22	10	20	9	1	1	1	0	0	0	
WORKFORCE PARITY NOS.				23.7	8.3	17.4	6.1	4.9	1.6	0.6	0.4	0.8	0.3	
NET UTILIZATION (+/-)				-1.7	1.7	2.6	2.9	-3.9	-0.6	0.4	-0.4	-0.8	-0.3	
PREVIOUS UTILIZATION				-0.5	0.5	2.3	2.2	-1.7	-1.4	-0.5	-0.2	-0.7	-0.2	
HIRING GOALS	Previous Filing's Goals	Short	5	4	1	0	0	2	1	1	0	1	0	
		Long	0	0	0	0	0	0	0	0	0	0	0	
	Current Filing's Hires	Short	12	8	4	7	3	0	1	1	0	0	0	
		Long	0	0	0	0	0	0	0	0	0	0	0	
	Achiev. % Rate Goals	Short							0.0%	100.0%	100.0%		0.0%	
		Long												
	Current Filing's Goals	Short	7	5	2	0	0	4	1	0	1	1	1	0
		Long	0	0	0	0	0	0	0	0	0	0	0	0
PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0	
		UM	0	0	0	0	0	0	0	0	0	0	0	
	Current Filing's Promos	Total	0	0	0	0	0	0	0	0	0	0	0	
		UM	0	0	0	0	0	0	0	0	0	0	0	
	Achiev. % Rate Goals	Total												
		UM												
	Current Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0	0
		UM	0	0	0	0	0	0	0	0	0	0	0	0

NOTE: HF Collective Goal Established

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Statewide/National**
 CATEGORY OR CLASS: **EEO 3 - Professional Non-faculty**
 REGION/FACILITY IN AREA: **Statewide/National**
 DATA RESOURCE: **See Availability Data**

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

10
15
0
2/28/2014

FORM 40A1

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE		
WORKFORCE %			100.0%	43.8%	56.2%	34.1%	42.9%	4.4%	5.3%	3.5%	6.2%	1.8%	1.8%	A	
WORKFORCE PARITY %			100.0	43.3	56.7	34.9	42.5	3.3	6.5	2.5	4.4	2.7	3.5	B	
WORKFORCE NOS.			226	99	127	77	97	10	12	8	14	4	4	C	
WORKFORCE PARITY NOS.				97.9	128.1	78.9	96.1	7.5	14.7	5.7	9.9	6.1	7.9	D	
NET UTILIZATION (+/-)				1.1	-1.1	-1.9	0.9	2.5	-2.7	2.3	4.1	-2.1	-3.9	E	
PREVIOUS UTILIZATION				11.4	-11.4	8.5	-4.2	1.3	-2.8	2.5	1.4	-1.3	-5.6	F	
HIRING GOALS	Previous Filing's Goals	Short	11	1	10	0	4	0	3	0	0	1	3	G	
		Long	3	0	3	0	0	0	0	0	0	0	0	3	H
	Current Filing's Hires	Short	17	5	12	4	8	1	0	0	0	3	0	1	I
		Long	0	0	0	0	0	0	0	0	0	0	0	0	J
	Achiev. % Rate Goals	Short					100.0%			0.0%			0.0%	33.3%	K
		Long												0.0%	L
	Current Filing's Goals	Short	9	4	5	2	0	0	0	3	0	0	2	2	M
		Long	2	0	2	0	0	0	0	0	0	0	0	2	N
PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0	O	
		UM	0	0	0	0	0	0	0	0	0	0	0	0	P
	Current Filing's Promos	Total	1	0	1	0	1	0	0	0	0	0	0	0	Q
		UM	0	0	0	0	0	0	0	0	0	0	0	0	R
	Achiev. % Rate Goals	Total													S
		UM													T
	Current Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0	0	U
		UM	0	0	0	0	0	0	0	0	0	0	0	0	V
NOTE:															

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Hartford County**
 CATEGORY OR CLASS: **EEO 4 - Clerical - Administrative Assistant**
 REGION/FACILITY IN AREA: **Hartford County**
 DATA RESOURCE: **See Availability Data**

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

2
2
0
2/28/2014

FORM 40A1

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE
WORKFORCE %	100.0%	4.8%	95.2%	4.8%	81.0%	0.0%	9.5%	0.0%	4.8%	0.0%	0.0%
WORKFORCE PARITY %	100.0	3.4	96.6	2.7	76.4	0.4	10.2	0.3	7.8	0.1	2.1
WORKFORCE NOS.	21	1	20	1	17	0	2	0	1	0	0
WORKFORCE PARITY NOS.		0.7	20.3	0.6	16.0	0.1	2.1	0.1	1.6	0.0	0.4
NET UTILIZATION (+/-)		0.3	-0.3	0.4	1.0	-0.1	-0.1	-0.1	-0.6	0.0	-0.4
PREVIOUS UTILIZATION		0.3	-0.3	0.4	2.1	-0.1	-1.3	-0.1	-0.6	0.0	-0.5

HIRING GOALS	Previous Filing's Goals	Short	2	0	2	0	0	0	1	0	0	0	1	
		Long	0	0	0	0	0	0	0	0	0	0	0	0
	Current Filing's Hires	Short	1	0	1	0	1	0	0	0	0	0	0	0
		Long	0	0	0	0	0	0	0	0	0	0	0	0
	Achiev. % Rate Goals	Short							0.0%				0.0%	
		Long												
	Current Filing's Goals	Short	2	0	2	0	0	0	0	0	1	0	1	1
		Long	0	0	0	0	0	0	0	0	0	0	0	0

PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	1	0	1	0	0	0	0	0	1	0	0	
		UM	0	0	0	0	0	0	0	0	0	0	0	0
	Current Filing's Promos	Total	1	0	1	0	0	0	1	0	0	0	0	0
		UM	0	0	0	0	0	0	0	0	0	0	0	0
	Achiev. % Rate Goals	Total									0.0%			
		UM												
	Current Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0	0
		UM	0	0	0	0	0	0	0	0	0	0	0	0

NOTE: OF Collective Goal Established

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Hartford County**
 CATEGORY OR CLASS: **EEO 4 - Clerical - Secretary 2**
 REGION/FACILITY IN AREA: **Hartford County**
 DATA RESOURCE: **See Availability Data**
 FORM 40A1

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

3
2
1
2/28/2014

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE
WORKFORCE %			100.0%	2.5%	97.5%	2.5%	72.5%	0.0%	7.5%	0.0%	15.0%	0.0%	2.5%
WORKFORCE PARITY %			100.0	4.4	95.6	2.6	74.1	1.3	11.2	0.3	8.3	0.2	2.1
WORKFORCE NOS.			40	1	39	1	29	0	3	0	6	0	1
WORKFORCE PARITY NOS.				1.8	38.2	1.0	29.6	0.5	4.5	0.1	3.3	0.1	0.8
NET UTILIZATION (+/-)				-0.8	0.8	0.0	-0.6	-0.5	-1.5	-0.1	2.7	-0.1	0.2
PREVIOUS UTILIZATION*				-0.9	0.9	-0.1	-1.4	-0.6	0.0	-0.2	2.4	-0.1	-0.1
HIRING GOALS	Previous Filing's Goals	Short	3	2	1	0	1	1	0	1	0	0	0
		Long	0	0	0	0	0	0	0	0	0	0	0
	Current Filing's Hires	Short	2	0	2	0	1	0	0	0	1	0	0
		Long	0	0	0	0	0	0	0	0	0	0	0
	Achiev. % Rate Goals	Short					100.0%	0.0%			0.0%		
		Long											
	Current Filing's Goals	Short	4	1	3	0	1	1	2	0	0	0	0
		Long	0	0	0	0	0	0	0	0	0	0	0
PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0
		UM	0	0	0	0	0	0	0	0	0	0	0
	Current Filing's Promos	Total	0	0	0	0	0	0	0	0	0	0	0
		UM	0	0	0	0	0	0	0	0	0	0	0
	Achiev. % Rate Goals	Total											
		UM											
	Current Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0
		UM	0	0	0	0	0	0	0	0	0	0	0
NOTE:													

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Hartford County**
 CATEGORY OR CLASS: **EEO 4 - Cler - All Titles Except Sec 2 & Admin Asst**
 REGION/FACILITY IN AREA: **Hartford County**
 DATA RESOURCE: **See Availability Data**

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

2
2
0
2/28/2014

FORM 40A1

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE	
WORKFORCE %			100.0%	23.5%	76.5%	2.9%	47.1%	8.8%	14.7%	8.8%	14.7%	2.9%	0.0%	
WORKFORCE PARITY %			100.0	25.5	74.5	15.2	44.2	4.7	16.4	3.8	8.6	1.9	5.3	
WORKFORCE NOS.			34	8	26	1	16	3	5	3	5	1	0	
WORKFORCE PARITY NOS.				8.7	25.3	5.2	15.0	1.6	5.6	1.3	2.9	0.6	1.8	
NET UTILIZATION (+/-)				-0.7	0.7	-4.2	1.0	1.4	-0.6	1.7	2.1	0.4	-1.8	
PREVIOUS UTILIZATION				-1.8	1.8	-4.6	1.4	1.2	-0.3	2.1	2.0	-0.5	-1.3	
HIRING GOALS	Previous Filing's Goals	Short	5	4	1	3	0	0	0	0	0	1	1	
		Long	2	2	0	2	0	0	0	0	0	0	0	
	Current Filing's Hires	Short	1	1	0	0	0	0	0	0	0	1	0	
		Long	0	0	0	0	0	0	0	0	0	0	0	
	Achiev. % Rate Goals	Short				0.0%							100.0%	0.0%
		Long				0.0%								
	Current Filing's Goals	Short	5	2	3	2	0	0	1	0	0	0	0	2
		Long	2	2	0	2	0	0	0	0	0	0	0	0
	PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0
			UM	0	0	0	0	0	0	0	0	0	0	0
Current Filing's Promos		Total	0	0	0	0	0	0	0	0	0	0	0	
		UM	0	0	0	0	0	0	0	0	0	0	0	
Achiev. % Rate Goals		Total												
		UM												
Current Filing's Goals		Total	0	0	0	0	0	0	0	0	0	0	0	0
		UM	0	0	0	0	0	0	0	0	0	0	0	0

NOTE:

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Hartford County**
 CATEGORY OR CLASS: **EEO 5 - Technical/Paraprofessional**
 REGION/FACILITY IN AREA: **Hartford County**
 DATA RESOURCE: **See Availability Data**

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

2
2
0
2/28/2014

FORM 40A1

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE	
WORKFORCE %			100.0%	38.9%	61.1%	22.2%	38.9%	0.0%	5.6%	16.7%	0.0%	0.0%	16.7%	
WORKFORCE PARITY %			100.0	28.5	71.5	19.6	47.6	4.4	12.3	3.1	8.0	1.5	3.6	
WORKFORCE NOS.			18	7	11	4	7	0	1	3	0	0	3	
WORKFORCE PARITY NOS.				5.1	12.9	3.5	8.6	0.8	2.2	0.6	1.4	0.3	0.6	
NET UTILIZATION (+/-)				1.9	-1.9	0.5	-1.6	-0.8	-1.2	2.4	-1.4	-0.3	2.4	
PREVIOUS UTILIZATION				1.7	-1.7	0.5	-1.3	-0.9	-1.3	2.5	-1.4	-0.3	2.3	
HIRING GOALS	Previous Filing's Goals	Short	4	1	3	0	1	1	1	0	1	0	0	
		Long	0	0	0	0	0	0	0	0	0	0	0	
	Current Filing's Hires	Short	0	0	0	0	0	0	0	0	0	0	0	
		Long	0	0	0	0	0	0	0	0	0	0	0	
	Achiev. % Rate Goals	Short					0.0%	0.0%	0.0%		0.0%			
		Long												
	Current Filing's Goals	Short	5	1	4	0	2	1	1	0	1	0	0	
		Long	0	0	0	0	0	0	0	0	0	0	0	
	PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0
			UM	0	0	0	0	0	0	0	0	0	0	0
Current Filing's Promos		Total	0	0	0	0	0	0	0	0	0	0	0	
		UM	0	0	0	0	0	0	0	0	0	0	0	
Achiev. % Rate Goals		Total												
		UM												
Current Filing's Goals		Total	0	0	0	0	0	0	0	0	0	0	0	
		UM	0	0	0	0	0	0	0	0	0	0	0	
NOTE:														

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Hartford County**
 CATEGORY OR CLASS: **Protective Services**
 REGION/FACILITY IN AREA: **Hartford County**
 DATA RESOURCE: **See Availability Data**
 FORM 40A1

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

2
2
0
2/28/2014

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE	
WORKFORCE %			100.0%	90.9%	9.1%	45.5%	4.5%	18.2%	4.5%	27.3%	0.0%	0.0%	0.0%	
WORKFORCE PARITY %			100.0	84.2	15.8	63.9	8.3	11.6	3.6	6.2	3.3	2.6	0.5	
WORKFORCE NOS.			22	20	2	10	1	4	1	6	0	0	0	
WORKFORCE PARITY NOS.				18.5	3.5	14.1	1.8	2.6	0.8	1.4	0.7	0.6	0.1	
NET UTILIZATION (+/-)				1.5	-1.5	-4.1	-0.8	1.4	0.2	4.6	-0.7	-0.6	-0.1	
PREVIOUS UTILIZATION				2.3	-2.3	-3.7	-1.8	1.9	0.4	3.7	-0.7	0.5	-0.1	
HIRING GOALS	Previous Filing's Goals	Short	5	2	3	2	2	0	0	0	1	0	0	
		Long	2	2	0	2	0	0	0	0	0	0	0	
	Current Filing's Hires	Short	2	1	1	0	1	0	0	1	0	0	0	
		Long	0	0	0	0	0	0	0	0	0	0	0	
	Achiev. % Rate Goals	Short				0.0%	50.0%				0.0%			
		Long				0.0%								
	Current Filing's Goals	Short	5	3	2	2	1	0	0	0	1	1	0	
		Long	2	2	0	2	0	0	0	0	0	0	0	
	PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0
			UM	0	0	0	0	0	0	0	0	0	0	0
Current Filing's Promos		Total	0	0	0	0	0	0	0	0	0	0	0	
		UM	0	0	0	0	0	0	0	0	0	0	0	
Achiev. % Rate Goals		Total												
		UM												
Current Filing's Goals		Total	0	0	0	0	0	0	0	0	0	0	0	
		UM	0	0	0	0	0	0	0	0	0	0	0	
NOTE:														

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Hartford County**
 CATEGORY OR CLASS: **EEO 6 - Skilled Crafts**
 REGION/FACILITY IN AREA: **Hartford County**
 DATA RESOURCE: **See Availability Data**
 FORM 40A1

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

1
1
0
2/28/2014

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE
WORKFORCE %			100.0%	91.7%	8.3%	91.7%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
WORKFORCE PARITY %			100.0	97.7	2.3	73.9	1.5	8.9	0.2	11.9	0.4	3.1	0.2
WORKFORCE NOS.			12	11	1	11	1	0	0	0	0	0	0
WORKFORCE PARITY NOS.				11.7	0.3	8.9	0.2	1.1	0.0	1.4	0.0	0.4	0.0
NET UTILIZATION (+/-)				-0.7	0.7	2.1	0.8	-1.1	0.0	-1.4	0.0	-0.4	0.0
PREVIOUS UTILIZATION				-0.7	0.7	2.7	0.8	-1.2	0.0	-1.7	-0.1	-0.5	0.0
HIRING GOALS	Previous Filing's Goals	Short	4	4	0	0	0	1	0	2	0	1	0
		Long	0	0	0	0	0	0	0	0	0	0	0
	Current Filing's Hires	Short	0	0	0	0	0	0	0	0	0	0	0
		Long	0	0	0	0	0	0	0	0	0	0	0
	Achiev. % Rate Goals	Short							0.0%		0.0%		0.0%
		Long											
	Current Filing's Goals	Short	2	2	0	0	0	1	0	1	0	0	0
		Long	0	0	0	0	0	0	0	0	0	0	0
PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0
		UM	0	0	0	0	0	0	0	0	0	0	0
	Current Filing's Promos	Total	0	0	0	0	0	0	0	0	0	0	0
		UM	0	0	0	0	0	0	0	0	0	0	0
	Achiev. % Rate Goals	Total											
		UM											
	Current Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0
		UM	0	0	0	0	0	0	0	0	0	0	0
NOTE:													

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Hartford County**
 CATEGORY OR CLASS: **EEO 7 - Svc Maint - Custodian**
 REGION/FACILITY IN AREA: **Hartford County**
 DATA RESOURCE: **See Availability Data**

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

3
3
0
2/28/2014

FORM 40A1

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE	
WORKFORCE %			100.0%	63.6%	36.4%	39.4%	24.2%	9.1%	0.0%	15.2%	12.1%	0.0%	0.0%	
WORKFORCE PARITY %			100.0	72.5	27.5	39.3	10.7	11.5	4.4	18.7	11.1	3.2	1.3	
WORKFORCE NOS.			33	21	12	13	8	3	0	5	4	0	0	
WORKFORCE PARITY NOS.				23.9	9.1	13.0	3.5	3.8	1.5	6.2	3.7	1.1	0.4	
NET UTILIZATION (+/-)				-2.9	2.9	0.0	4.5	-0.8	-1.5	-1.2	0.3	-1.1	-0.4	
PREVIOUS UTILIZATION				-4.3	4.3	-0.7	4.6	-0.8	-1.6	-1.8	1.7	-1.1	-0.3	
HIRING GOALS	Previous Filing's Goals	Short	7	5	2	1	0	1	2	2	0	1	0	
		Long	0	0	0	0	0	0	0	0	0	0	0	
	Current Filing's Hires	Short	3	3	0	1	0	0	0	0	2	0	0	0
		Long	0	0	0	0	0	0	0	0	0	0	0	0
	Achiev. % Rate Goals	Short				100.0%			0.0%	0.0%	100.0%		0.0%	
		Long												
	Current Filing's Goals	Short	5	3	2	0	0	1	2	1	0	0	1	0
		Long	0	0	0	0	0	0	0	0	0	0	0	0
PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0	
		UM	0	0	0	0	0	0	0	0	0	0	0	
	Current Filing's Promos	Total	0	0	0	0	0	0	0	0	0	0	0	0
		UM	0	0	0	0	0	0	0	0	0	0	0	0
	Achiev. % Rate Goals	Total												
		UM												
	Current Filing's Goals	Total	0	0	0	0	0	0	0	0	0	0	0	0
		UM	0	0	0	0	0	0	0	0	0	0	0	0

NOTE:

CENTRAL CONNECTICUT STATE UNIVERSITY

RECRUITING AREA: **Hartford County**
 CATEGORY OR CLASS: **EEO 7 - Svc Maint - All titles except Custodian**
 REGION/FACILITY IN AREA: **Hartford County**
 DATA RESOURCE: **See Availability Data**
 FORM 40A1

PROJECTED TURNOVER (12 MOS.):
 PROJECTED HIRES (12 MOS.):
 PROJECTED PROMOTIONS (12 MOS.):
 DATA CURRENT TO:

3
3
0
2/28/2014

			GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPAN MALE	HISPAN FEMALE	OTHER MALE	OTHER FEMALE		
WORKFORCE %			100.0%	97.6%	2.4%	82.9%	2.4%	4.9%	0.0%	9.8%	0.0%	0.0%	0.0%	A	
WORKFORCE PARITY %			100.0	90.0	10.0	66.0	6.5	8.7	0.3	12.6	3.0	2.7	0.2	B	
WORKFORCE NOS.			41	40	1	34	1	2	0	4	0	0	0	C	
WORKFORCE PARITY NOS.				36.9	4.1	27.1	2.7	3.6	0.1	5.2	1.2	1.1	0.1	D	
NET UTILIZATION (+/-)				3.1	-3.1	6.9	-1.7	-1.6	-0.1	-1.2	-1.2	-1.1	-0.1	E	
PREVIOUS UTILIZATION				3.8	-3.8	6.2	-2.0	-0.8	-0.2	-1.1	-1.6	-0.5	-0.1	F	
HIRING GOALS	Previous Filing's Goals	Short	5	3	2	0	1	1	0	1	1	1	0	G	
		Long	0	0	0	0	0	0	0	0	0	0	0	H	
	Current Filing's Hires	Short	3	3	0	2	0	0	0	0	1	0	0	0	I
		Long	0	0	0	0	0	0	0	0	0	0	0	0	J
	Achiev. % Rate Goals	Short					0.0%	0.0%			100.0%	0.0%	0.0%		K
		Long													L
	Current Filing's Goals	Short	6	4	2	0	1	2	0	0	1	1	1	0	M
		Long	0	0	0	0	0	0	0	0	0	0	0	0	N
	PROMO. GOALS INCL. UPWARD MOBILITY	Previous Filing's Goals	Total	2	0	2	0	1	0	0	0	1	0	0	O
UM			0	0	0	0	0	0	0	0	0	0	0	0	P
Current Filing's Promos		Total	0	0	0	0	0	0	0	0	0	0	0	0	Q
		UM	0	0	0	0	0	0	0	0	0	0	0	0	R
Achiev. % Rate Goals		Total					0.0%					0.0%			S
		UM													T
Current Filing's Goals		Total	1	0	1	0	1	0	0	0	0	0	0	0	U
		UM	0	0	0	0	0	0	0	0	0	0	0	0	V
NOTE:															

HIRING/PROMOTION GOALS AND TIMETABLES

Section 46a-68-41

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 as short term (one year or less) or long term (more than a year, but not more than five).

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

An analysis of all hiring and promotional goals is distributed on a monthly basis to the President, the Vice Presidents, Chief Officers, Deans, Directors, Union Presidents and Minority Committee Chairs, managers, and supervisors. In addition, a summary of the hiring and promotional goals for the current reporting period is posted on the Office of Diversity and Equity web page at <http://www.ccsu.edu/AffAction/>.

However, in addition to making every good faith effort to meet the established goals, the University will continue to be committed to a qualified, diverse workforce.

Note: After consultation with the CHRO reviewer on March 6, 2013, the University has removed all coaching titles out of the faculty category and created a separate EEO category (coaching) and a separate analysis was conducted in all numerical sections of the plan.

When new faculty hires have not completed their terminal degrees, they are hired at the instructor level until they obtain the degree required; therefore, after consultation with the CHRO reviewer on March 6, 2013, the instructor category has been consolidated into the Assistant Professor category.

In the 2013 AA Plan review this section was found to be in compliance with the AA Regulations. After consultation and receipt of technical assistance on June 6, 2014, regarding section 46a-68-40, utilization analysis, the category of protective services has been modified solely based on EEO category designation and not numerical analysis. The category of protective services has been taken out of the EEO 7 category and separated into its own category.

HIRING AND PROMOTION GOALS

Based on the **Section 46a-68-40, Utilization Analysis**, the University has established the following hiring and promotion goals for the period of March 1, 2014 through February 28, 2015.

HIRING GOALS:

EXECUTIVE/ADMINISTRATIVE

Short-Term

2 White Females

2 Black Females

1 Other Male

1 Other Female

Long-Term

FACULTY

PROFESSOR

2 White Females

1 Other Male

ASSOCIATE PROFESSOR

Short-Term

2 Black Females

2 Hispanic Females

1 Other Female

Long-Term

ASSISTANT PROFESSOR

Short-Term

5 White Females

1 Black Female

2 Hispanic Males

1 Other Female

Long-Term

COACHING

Short-Term

4 Black Males

1 Black Female

1 Hispanic Female

1 Other Male

Long-Term

PROFESSIONAL/NON-FACULTY

Short-Term

- 2 White Males
- 3 Black Females
- 2 Other Males
- 2 Other Females

Long-Term

- 2 Other Females

SECRETARIAL CLERICAL (EXCLUDING ADMINISTRATIVE ASSISTANT and SECRETARY 2)

Short-Term

- 2 White Males
- 1 Black Female
- 2 Other Females

Long-Term

- 2 White Males

SECRETARIAL CLERICAL/ADMINISTRATIVE ASSISTANT

Short-Term

- 1 Hispanic Female
- 1 Other Female

Long-Term

SECRETARIAL CLERICAL/SECRETARY 2

Short-Term

- 1 White Female
- 1 Black Male
- 2 Black Females

Long-Term

TECHNICAL/PARAPROFESSIONAL

Short-Term

- 2 White Females
- 1 Black Male
- 1 Black Female
- 1 Hispanic Female

Long-Term

PROTECTIVE SERVICES

Short-Term

- 2 White Males
- 1 White Female
- 1 Hispanic Female
- 1 Other Male

Long-Term

- 2 White Males

SKILLED CRAFTS

Short-Term

Long-Term

1 Black Male

1 Hispanic Male

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)

Short-Term

Long-Term

1 White Female

2 Black Males

1 Hispanic Male

1 Hispanic Female

1 Other Male

SERVICE MAINTENANCE/CUSTODIANS

Short-Term

Long-Term

1 Black Male

2 Black Females

1 Hispanic Male

1 Other Male

PROMOTION GOALS:

EXECUTIVE/ADMINISTRATIVE

No promotional goals established.

FACULTY

PROFESSOR

11 White Females

4 Other Males

ASSOCIATE PROFESSOR

1 Black Male

1 Black Female

2 Hispanic Females

2 Other Females

ASSISTANT PROFESSOR

No promotional goals established.

Coaching

No promotional goals established.

PROFESSIONAL/NON-FACULTY

No promotional goals established.

SECRETARIAL CLERICAL (EXCLUDING ADMINISTRATIVE ASSISTANT and SECRETARY 2)

No promotional goals established.

SECRETARIAL CLERICAL/ADMINISTRATIVE ASSISTANT

No promotional goals established.

SECRETARIAL CLERICAL/SECRETARY 2

No promotional goals established.

TECHNICAL/PARAPROFESSIONAL

No promotional goals established.

PROTECTIVE SERVICES

No promotional goals established.

SKILLED CRAFTS

No promotional goals established.

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)

1 White Female

SERVICE MAINTENANCE/CUSTODIANS

No promotional goals established.

EMPLOYMENT ANALYSES

Section 46a-68-42

This section of the plan presents a comprehensive review of the employment process for the purpose of identifying any employment practices that create or perpetuate underutilization of protected classes.

Separate statistical reporting of personnel activity has been conducted for each occupational category. Forms 42A1, 42A2, 42A3, and 42A4 have been modified, if necessary, to reflect all activity which occurred during this reporting period.

Four aspects of the employment process are examined:

1. Employment Process Analysis (Form 42A1)

The following statistical information/explanation has been utilized on Form 42A1:

- (a) **Promotions:** This data line is utilized to reflect only those promotions which occur from one EEO category to another EEO category.
- (b) **Promotions Within:** Promotions within each EEO category are listed at the end of each respective chart.
- (c) **Hires:** This data line includes new hires from outside and transfers from other state agencies to the University.
- (d) **Transfers:** Transfers within the University that are not promotions are recorded on this data line.
- (e) **Coding Corrections:** Coding errors are recorded on this line.
- (f) **Resignations:** Transfers to other state agencies are included on this data line.

2. Applicant Flow Analysis (Form 42A2)

This analysis tracks applicants through the hiring or promotional process to determine the point at which they are no longer candidates for employment. The applicant flow was conducted for all EEO categories.

NOTE: As recommended by the Commission on Human Rights and Opportunities (CHRO), the University identified applicants on the Applicant Flow Analysis categories as follows:

Intra-Agency included all applicants who came from within the University;

Outside Agency included all applicants from other state agencies and universities;

Other Applicants included all other applicants that were neither from the University or Connecticut State employees.

Since the University conducts national searches for many of its administrative positions and all of its faculty positions, the **Other Applicant** category will contain the majority of the applicants.

3. Personnel Evaluation Analysis (Form 42A3)

All performance appraisals which were conducted during this reporting period are recorded on this form.

4. Training Analysis (Form 42A4)

This analysis was conducted for this filing period. The results of the total number of employees taking training is inclusive in some cases of the same employee taking more than one training program during this reporting period.

Note:

1. After consultation with the CHRO reviewer on March 6, 2013, the University has removed all coaching titles out of the faculty category and created a separate EEO category (coaching) and a separate analysis was conducted in all numerical sections of the plan.

Coach A positions in the past were not included due to their temporary nature at that time. With the new coaching category and as these positions become more long term opportunities, these positions will be included as part of this job category and all related numerical analyses.

2. When new faculty hires have not completed their terminal degrees, they are hired at the instructor level until they obtain the degree required; therefore, after consultation with the CHRO reviewer on March 6, 2013 the instructor category has been consolidated into the Assistant Professor category.
3. In the 2013 AA Plan review this section was found to be in compliance with the AA Regulations. After consultation and receipt of technical assistance on June 6, 2014, regarding section 46a-68-40, utilization analysis, the category of protective services has been modified solely based on EEO category designation and not numerical analysis. The category of protective services has been taken out of the EEO 7 category and separated into its own category.

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **EEO 1 - Executive Administrative**

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: **All Titles**

LABOR MARKET AREA: **Statewide/National**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	35	21	14	17	12	3	0	1	2	0	0
Workforce Number Prior Filing	36	21	15	17	13	3	0	1	2	0	0
Net Change(+or-)	-1	0	-1	0	-1	0	0	0	0	0	0
HIRES (incl. Pt to Ft)	3	2	1	2	1	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	1	0	1	0	1	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	4	2	2	2	2	0	0	0	0	0	0
CONTRACT ENDED	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	1	0	1	0	1	0	0	0	0	0	0
RETIREMENTS	4	2	2	2	2	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	5	2	3	2	3	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **EEO 2 - Faculty**

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: Professor

LABOR MARKET AREA: **Statewide/National**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	187	115	72	88	56	7	5	10	4	10	7
Workforce Number Prior Filing	188	116	72	91	57	8	4	8	4	9	7
Net Change(+or-)	-1	-1	0	-3	-1	-1	1	2	0	1	0
HIRES (incl. Pt to Ft)	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	10	6	4	3	3	0	1	2	0	1	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	10	6	4	3	3	0	1	2	0	1	0
CONTRACT ENDED	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	1	0	1	0	1	0	0	0	0	0	0
RESIGNATIONS	3	2	1	2	1	0	0	0	0	0	0
RETIREMENTS	7	5	2	4	2	1	0	0	0	0	0
COACHING STAFF CONSOLIDATION	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	11	7	4	6	4	1	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **EEO 2 - Faculty**

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: Associate Professor

LABOR MARKET AREA: **Statewide/National**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	136	76	60	57	52	4	2	3	2	12	4
Workforce Number Prior Filing	125	73	52	53	47	3	2	4	0	13	3
Net Change(+or-)	11	3	8	4	5	1	0	-1	2	-1	1
HIRES (incl. Pt to Ft)	7	5	2	3	1	0	0	1	0	1	1
PROMO INTO CATEGORY / CLASS	18	8	10	6	7	1	1	0	2	1	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	25	13	12	9	8	1	1	1	2	2	1
CONTRACT ENDED	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	10	6	4	3	3	0	1	2	0	1	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	4	4	0	2	0	0	0	0	0	2	0
COACHING STAFF CONSOLIDATION	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	14	10	4	5	3	0	1	2	0	3	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **EEO 2 - Faculty**

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: Assistant Professor

LABOR MARKET AREA: **Statewide/National**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	87	45	42	34	28	4	4	1	5	6	5
Workforce Number Prior Filing	84	43	41	34	29	3	4	1	4	5	4
Net Change(+or-)	3	2	1	0	-1	1	0	0	1	1	1
HIRES (incl. Pt to Ft)	24	12	12	8	7	2	1	0	3	2	1
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	24	12	12	8	7	2	1	0	3	2	1
TERMINATION/NON-RENEWAL	1	1	0	1	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	18	8	10	6	7	1	1	0	2	1	0
RESIGNATIONS	2	1	1	1	1	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	21	10	11	8	8	1	1	0	2	1	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **EEO 2 - Faculty**

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: Coaching

LABOR MARKET AREA: **Statewide/National (NCAA)**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	32	22	10	20	9	1	1	1	0	0	0
Workforce Number Prior Filing	25	18	7	16	7	2	0	0	0	0	0
Net Change(+or-)	7	4	3	4	2	-1	1	1	0	0	0
HIRES (incl. Pt to Ft)	12	8	4	7	3	0	1	1	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	12	8	4	7	3	0	1	1	0	0	0
CONTRACT ENDED/TERMINATIONS	3	3	0	2	0	1	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	2	1	1	1	1	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0
Coaching Staff consolidation	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	5	4	1	3	1	1	0	0	0	0	0
PROMOS WITHIN	4	2	2	2	2	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **EEO 3 - Professional Non-Faculty**

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: **All Titles**

LABOR MARKET AREA: **Statewide/National**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	226	99	127	77	97	10	12	8	14	4	4
Workforce Number Prior Filing	220	99	121	78	93	9	13	8	12	4	3
Net Change(+or-)	6	0	6	-1	4	1	-1	0	2	0	1
HIRES (incl. Pt to Ft)	17	5	12	4	8	1	0	0	3	0	1
PROMO INTO CATEGORY / CLASS	1	0	1	0	1	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	18	5	13	4	9	1	0	0	3	0	1
CONTRACT ENDED	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	4	1	3	1	1	0	1	0	1	0	0
RETIREMENTS	4	2	2	2	2	0	0	0	0	0	0
TRANSFER OUT of AGENCY	4	2	2	2	2	0	0	0	0	0	0
TERMINATION	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	12	5	7	5	5	0	1	0	1	0	0
PROMOS WITHIN	11	7	4	7	4	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **EEO 4 - Clerical**

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: **Administrative Assistant**

LABOR MARKET AREA: **Hartford County**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	21	1	20	1	17	0	2	0	1	0	0
Workforce Number Prior Filing	21	1	20	1	18	0	1	0	1	0	0
Net Change(+or-)	0	0	0	0	-1	0	1	0	0	0	0
HIRES (incl. Pt to Ft)	1	0	1	0	1	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	1	0	1	0	0	0	1	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	2	0	2	0	1	0	1	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	2	0	2	0	2	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0
PART TIME TO FULL TIME	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	2	0	2	0	2	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: EEO 4 - Clerical

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: Secretary 2

LABOR MARKET AREA: Hartford County

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	40	1	39	1	29	0	3	0	6	0	1
Workforce Number Prior Filing	42	1	41	1	29	0	5	0	6	0	1
Net Change(+or-)	-2	0	-2	0	0	0	-2	0	0	0	0
HIRES (incl. Pt to Ft)	2	0	2	0	1	0	0	0	1	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Race Change	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	2	0	2	0	1	0	0	0	1	0	0
CONTRACT ENDED	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	1	0	1	0	0	0	0	0	1	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	1	0	1	0	0	0	1	0	0	0	0
ADJUSTMENT - Race Change	0	0	0	0	0	0	0	0	0	0	0
PROMO OUT	1	0	1	0	0	0	1	0	0	0	0
VOLUNTARY DEMOTION	0	0	0	0	0	0	0	0	0	0	0
TRANSFER OUT	1	0	1	0	1	0	0	0	0	0	0
TOTAL REDUCTIONS	4	0	4	0	1	0	2	0	1	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **EEO 4 - Clerical**

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: **All Titles except Sec 2 and Admin Asst**

LABOR MARKET AREA: **Hartford County**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	34	8	26	1	16	3	5	3	5	1	0
Workforce Number Prior Filing	35	7	28	1	18	3	5	3	5	0	0
Net Change(+or-)	-1	1	-2	0	-2	0	0	0	0	1	0
HIRES (incl. Pt to Ft)	1	1	0	0	0	0	0	0	0	1	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	1	1	0	0	0	0	0	0	0	1	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	1	0	1	0	1	0	0	0	0	0	0
FULL TIME to PART TIME	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
TRANSFER OUT Of AGENCY	1	0	1	0	1	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	2	0	2	0	2	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **EEO 5 Technical/Paraprofesional**

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: **All Titles**

LABOR MARKET AREA: **Hartford County**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	18	7	11	4	7	0	1	3	0	0	3
Workforce Number Prior Filing	19	7	12	4	8	0	1	3	0	0	3
Net Change(+or-)	-1	0	-1	0	-1	0	0	0	0	0	0
HIRES (incl. Pt to Ft)	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0
CONTRACT ENDED	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	1	0	1	0	1	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	1	0	1	0	1	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **Protective Services**

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: **Protective Services**

LABOR MARKET AREA: **Hartford County**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	22	20	2	10	1	4	1	6	0	0	0
Workforce Number Prior Filing	21	20	1	10	0	4	1	5	0	1	0
Net Change(+or-)	1	0	1	0	1	0	0	1	0	-1	0
HIRES (incl. Pt to Ft)	2	1	1	0	1	0	0	1	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	2	1	1	0	1	0	0	1	0	0	0
CONTRACT ENDED	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
TRANSFER OUT	1	1	0	0	0	0	0	0	0	1	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	1	1	0	0	0	0	0	0	0	1	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **EEO 6 - Skilled Crafts**

DATE: 2/28/2014

POSITION OR POSITION CLASSIFICATION: **All Titles**

LABOR MARKET AREA: **Hartford County**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	12	11	1	11	1	0	0	0	0	0	0
Workforce Number Prior Filing	14	13	1	13	1	0	0	0	0	0	0
Net Change(+or-)	-2	-2	0	-2	0	0	0	0	0	0	0
HIRES (incl. Pt to Ft)	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0
CONTRACT ENDED	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	2	2	0	2	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	2	2	0	2	0	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **EEO 7 Service Maintenance**

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: **Custodian**

LABOR MARKET AREA: **Hartford County**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	33	21	12	13	8	3	0	5	4	0	0
Workforce Number Prior Filing	32	19	13	12	8	3	0	4	5	0	0
Net Change(+or-)	1	2	-1	1	0	0	0	1	-1	0	0
HIRES (incl. Pt to Ft)	3	3	0	1	0	0	0	2	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Race Change	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	3	3	0	1	0	0	0	2	0	0	0
TERMINATION (Inc. Contract Ending)	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	2	1	1	0	0	0	0	1	1	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0
PART TIME TO FULL TIME	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Race Change	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	2	1	1	0	0	0	0	1	1	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CENTRAL CONNECTICUT STATE UNIVERSITY

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: EEO 7 Service Maintenance

DATE:

2/28/2014

POSITION OR POSITION CLASSIFICATION: All Titles Except Custodians

LABOR MARKET AREA: Hartford County

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Workforce Number Current Filing	41	40	1	34	1	2	0	4	0	0	0
Workforce Number Prior Filing	44	43	1	35	1	3	0	4	0	1	0
Net Change(+or-)	-3	-3	0	-1	0	-1	0	0	0	-1	0
HIRES (incl. Pt to Ft)	3	3	0	2	0	0	0	1	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	3	3	0	2	0	0	0	1	0	0	0
CONTRACT ENDED	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	3	3	0	2	0	0	0	1	0	0	0
RETIREMENTS	2	2	0	1	0	0	0	0	0	1	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
TRANSFER OUT	1	1	0	0	0	1	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	6	6	0	3	0	1	0	1	0	1	0
PROMOS WITHIN	1	1	0	1	0	0	0	0	0	0	0

NOTES:

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: EEO 1 Executive Administrative
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Statewide/National

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown	
Intra-agency	2	0	2	0	2	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	80	74	6	41	5	11	0	1	0	17	1	4	0	0	F
TOTAL APPLICANTS	82	74	8	41	7	11	0	1	0	17	1	4	0	0	G
TOTAL REJECTED APPLICANTS	56	51	5	32	4	4	0	1	0	12	1	2	0	0	H
TOTAL QUALIFIED APPLICANTS	26	23	3	9	3	7	0	0	0	5	0	2	0	0	I
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	J
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	K
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N
TOTAL INTERVIEWED	20	17	3	7	3	5	0	0	0	4	0	1	0	0	O
Not offered Position	16	15	1	5	1	5	0	0	0	4	0	1	0	0	P
Offered Position	4	2	2	2	2	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	4	2	2	2	2	0	0	0	0	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS

OCCUPATIONAL CATEGORY: **EEO 2 - Faculty**
 POSITION OR POSITION CLASSIFICATION: **Assistant Professor**
 LOCATION: **Statewide/National**

DATE: **February 28, 2014**

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown	
Intra-agency	4	0	4	0	2	0	0	0	2	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	952	608	343	322	204	49	28	32	16	170	81	35	14	1	F
TOTAL APPLICANTS	956	608	347	322	206	49	28	32	18	170	81	35	14	1	G
TOTAL REJECTED APPLICANTS	525	345	179	174	100	33	15	18	10	99	46	21	8	1	H
TOTAL QUALIFIED APPLICANTS	431	263	168	148	106	16	13	14	8	71	35	14	6	0	I
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	J
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	K
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N
TOTAL INTERVIEWED	173	96	77	55	45	11	8	6	8	21	14	3	2	0	O
Not offered Position	145	83	62	47	36	9	6	5	5	19	13	3	2	0	P
Offered Position	28	13	15	8	9	2	2	1	3	2	1	0	0	0	Q
Refused Position	4	1	3	0	2	0	1	1	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	24	12	12	8	7	2	1	0	3	2	1	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: EEO 2 -Faculty
POSITION OR POSITION CLASSIFICATION: Associate Professor
LOCATION: Statewide/National

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown	
Intra-agency	20	10	10	8	7	1	1	0	2	1	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	190	150	40	55	15	11	5	6	3	70	16	8	1	0	F
TOTAL APPLICANTS	210	160	50	63	22	12	6	6	5	71	16	8	1	0	G
TOTAL REJECTED APPLICANTS	104	78	26	31	7	5	4	3	1	35	14	4	0	0	H
TOTAL QUALIFIED APPLICANTS	106	82	24	32	15	7	2	3	4	36	2	4	1	0	I
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	J
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	K
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N
TOTAL INTERVIEWED	78	56	22	22	13	6	2	2	4	24	2	2	1	0	O
Not offered Position	49	39	10	13	5	5	1	1	2	19	1	1	1	0	P
Offered Position	29	17	12	9	8	1	1	1	2	5	1	1	0	0	Q
Refused Position	4	4	0	0	0	0	0	0	0	3	0	1	0	0	R
TOTAL ACCESSIONS	25	13	12	9	8	1	1	1	2	2	1	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the Total Category, Total Male and Total Female categories. Total Male + Total Female + Unknown/Unknown = Grand Total

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: EEO 2 - Faculty
POSITION OR POSITION CLASSIFICATION: Professor
LOCATION: Statewide/National

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown	
Intra-agency	12	8	4	4	3	0	1	2	0	2	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	12	8	4	4	3	0	1	2	0	2	0	0	0	0	G
TOTAL REJECTED APPLICANTS	2	2	0	1	0	0	0	0	0	1	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	10	6	4	3	3	0	1	2	0	1	0	0	0	0	I
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	J
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	K
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N
TOTAL INTERVIEWED	10	6	4	3	3	0	1	2	0	1	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	10	6	4	3	3	0	1	2	0	1	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS	10	6	4	3	3	0	1	2	0	1	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the Total Category, Total Male and Total Female categories. Total Male + Total Female + Unknown/Unknown = Grand Total

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: EEO 2 - Faculty
POSITION OR POSITION CLASSIFICATION: Coaching Staff
LOCATION: Statewide/National

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown	
Intra-agency	10	7	3	5	2	1	1	1	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	621	602	19	397	16	156	1	21	2	5	0	23	0	0	F
TOTAL APPLICANTS	631	609	22	402	18	157	2	22	2	5	0	23	0	0	G
TOTAL REJECTED APPLICANTS	217	210	7	142	5	46	1	12	1	2	0	8	0	0	H
TOTAL QUALIFIED APPLICANTS	414	399	15	260	13	111	1	10	1	3	0	15	0	0	I
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	J
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	K
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N
TOTAL INTERVIEWED	56	45	11	38	9	5	1	2	1	0	0	0	0	0	O
Not offered Position	42	36	6	31	5	4	0	1	1	0	0	0	0	0	P
Offered Position	14	9	5	7	4	1	1	1	0	0	0	0	0	0	Q
Refused Position	2	1	1	0	1	1	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	12	8	4	7	3	0	1	1	0	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: EEO 3 - Professional Non Faculty
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Statewide/National

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown	
Intra-agency	8	2	6	2	3	0	2	0	0	0	1	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	1622	670	952	444	605	99	146	36	81	50	71	41	49	0	F
TOTAL APPLICANTS	1630	672	958	446	608	99	148	36	81	50	72	41	49	0	G
TOTAL REJECTED APPLICANTS	1206	479	727	314	446	76	125	28	68	30	53	31	35	0	H
TOTAL QUALIFIED APPLICANTS	424	193	231	132	162	23	23	8	13	20	19	10	14	0	I
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	J
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	K
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N
TOTAL INTERVIEWED	163	67	96	44	74	11	7	4	5	6	5	2	5	0	O
Not offered Position	143	60	83	39	65	10	7	4	2	5	4	2	5	0	P
Offered Position	20	7	13	5	9	1	0	0	3	1	1	0	0	0	Q
Refused Position	2	2	0	1	0	0	0	0	0	1	0	0	0	0	R
TOTAL ACCESSIONS	18	5	13	4	9	1	0	0	3	0	1	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: EEO 4 - Clerical
POSITION OR POSITION CLASSIFICATION: Administrative Assistant
LOCATION: Hartford County

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown	
Intra-agency	1	0	1	0	0	0	1	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	78	2	76	0	49	1	12	0	9	0	1	1	5	0	F
TOTAL APPLICANTS	79	2	77	0	49	1	13	0	9	0	1	1	5	0	G
TOTAL REJECTED APPLICANTS	22	2	20	0	11	1	1	0	5	0	1	1	2	0	H
TOTAL QUALIFIED APPLICANTS	57	0	57	0	38	0	12	0	4	0	0	0	3	0	I
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	J
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	K
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N
TOTAL INTERVIEWED	15	0	15	0	8	0	5	0	2	0	0	0	0	0	O
Not offered Position	12	0	12	0	7	0	4	0	1	0	0	0	0	0	P
Offered Position	3	0	3	0	1	0	1	0	1	0	0	0	0	0	Q
Refused Position	1	0	1	0	0	0	0	0	1	0	0	0	0	0	R
TOTAL ACCESSIONS	2	0	2	0	1	0	1	0	0	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: EEO 4 - Clerical
POSITION OR POSITION CLASSIFICATION: Secretary 2
LOCATION: Hartford County

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown	
Intra-agency	4	0	4	0	2	0	1	0	1	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	4	0	4	0	4	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	8	0	8	0	6	0	1	0	1	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	8	0	8	0	6	0	1	0	1	0	0	0	0	0	I
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	J
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	K
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N
TOTAL INTERVIEWED	8	0	8	0	6	0	1	0	1	0	0	0	0	0	O
Not offered Position	6	0	6	0	5	0	1	0	0	0	0	0	0	0	P
Offered Position	2	0	2	0	1	0	0	0	1	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS	2	0	2	0	1	0	0	0	1	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: EEO 4 - Clerical
POSITION OR POSITION CLASSIFICATION: All Titles Except Sec 2 & Admin Asst
LOCATION: Hartford County

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Applicants	11	7	4	3	4	2	0	0	0	1	0	1	0	0
TOTAL APPLICANTS	11	7	4	3	4	2	0	0	0	1	0	1	0	0
TOTAL REJECTED APPLICANTS	4	3	1	2	1	0	0	0	0	0	0	1	0	0
TOTAL QUALIFIED APPLICANTS	7	4	3	1	3	2	0	0	0	1	0	0	0	0
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INTERVIEWED	7	4	3	1	3	2	0	0	0	1	0	0	0	0
Not offered Position	6	3	3	1	3	2	0	0	0	0	0	0	0	0
Offered Position	1	1	0	0	0	0	0	0	0	1	0	0	0	0
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ACCESSIONS	1	1	0	0	0	0	0	0	0	1	0	0	0	0

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: EEO 5 - Technical/Paraprofessional
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Hartford County

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	J
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	K
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: Protective Service
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Hartford County

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	92	74	18	47	8	12	4	10	6	0	0	5	0	0	F
TOTAL APPLICANTS	92	74	18	47	8	12	4	10	6	0	0	5	0	0	G
TOTAL REJECTED APPLICANTS	18	15	3	7	1	4	1	2	1	0	0	2	0	0	H
TOTAL QUALIFIED APPLICANTS	74	59	15	40	7	8	3	8	5	0	0	3	0	0	I
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	J
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	K
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N
TOTAL INTERVIEWED	12	7	5	4	2	1	2	2	1	0	0	0	0	0	O
Not offered Position	6	5	1	3	1	1	0	1	0	0	0	0	0	0	P
Offered Position	6	2	4	1	1	0	2	1	1	0	0	0	0	0	Q
Refused Position**	4	1	3	1	0	0	2	0	1	0	0	0	0	0	R
TOTAL ACCESSIONS*	2	1	1	0	1	0	0	1	0	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factors separately into the Total Category, Total Male and Total Female categories. Total Male + Total Female + Unknown/Unknown = Grand Total; **The three candidates (2 BFs and 1 HF) showing refusals were offered the position; however, they did not pass relevant background and/or agility tests.

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: EEO 6 - Skilled Crafts
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Hartford County

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	J
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	K
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factors separately into the Total Category, Total Male and Total Female categories. Total Male + Total Female + Unknown/Unknown = Grand Total

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: EEO 7 - Service Maintenance
POSITION OR POSITION CLASSIFICATION: Custodian
LOCATION: Hartford County

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Applicants	262	226	32	126	11	46	8	43	8	4	3	7	2	4
TOTAL APPLICANTS	262	226	32	126	11	46	8	43	8	4	3	7	2	4
TOTAL REJECTED APPLICANTS	52	46	6	23	0	9	2	12	2	1	1	1	1	0
TOTAL QUALIFIED APPLICANTS	210	180	26	103	11	37	6	31	6	3	2	6	1	4
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INTERVIEWED	11	10	1	4	0	3	1	3	0	0	0	0	0	0
Not offered Position	8	7	1	3	0	3	1	1	0	0	0	0	0	0
Offered Position	3	3	0	1	0	0	0	2	0	0	0	0	0	0
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ACCESSIONS	3	3	0	1	0	0	0	2	0	0	0	0	0	0

Notes: Unknown Applicant Calculations are factors separately into the Total Category, Total Male and Total Female categories. Total Male + Total Female + Unknown/Unknown = Grand Total

**CENTRAL CONNECTICUT STATE UNIVERSITY
APPLICANT FLOW ANALYSIS**

OCCUPATIONAL CATEGORY: EEO 7 - Service Maintenance
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Hartford County

DATE: February 28, 2014

APPLICANT FLOW ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Unknown Male	Unknown Female	Unknown Unknown	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	163	122	41	60	24	26	10	22	5	5	2	9	0	0	F
TOTAL APPLICANTS	163	122	41	60	24	26	10	22	5	5	2	9	0	0	G
TOTAL REJECTED APPLICANTS	28	19	9	6	5	4	2	8	1	1	1	0	0	0	H
TOTAL QUALIFIED APPLICANTS	135	103	32	54	19	22	8	14	4	4	1	9	0	0	I
TOTAL TESTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	J
TOTAL PASSING EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	K
Earned Ratings 1-5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
Earned Ratings 6-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
Earned Ratings 11-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	N
TOTAL INTERVIEWED	50	43	7	19	6	12	1	8	0	1	0	3	0	0	O
Not offered Position	47	40	7	17	6	12	1	7	0	1	0	3	0	0	P
Offered Position	3	3	0	2	0	0	0	1	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	3	3	0	2	0	0	0	1	0	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factors separately into the Total Category, Total Male and Total Female categories. Total Male + Total Female + Unknown/Unknown = Grand Total

OCCUPATIONAL CATEGORY: EEO-1 - EXECUTIVE/ADMINISTRATIVE
 POSITION OR POSITION CLASSIFICATION:

Form #42 A4

TRAINING ANALYSIS

12/24/2014 11:45

TYPES OF TRAINING	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Craig Price: Half a Glass	1	1	0	1	0	0	0	0	0	0	0
Introduction to Genealogy	7	3	4	0	1	1	1	1	1	1	1
Learning Dynamics	1	1	0	1	0	0	0	0	0	0	0
Sexual Harassment Prevention Training	1	0	1	0	1	0	0	0	0	0	0
Diversity Training	4	4	0	3	0	1	0	0	0	0	0
Conferences/Professional Training	51	38	13	38	12	0	0	0	1	0	0
	0	0	0								
Grand Totals	65	47	18	43	14	2	1	1	2	1	1

OCCUPATIONAL CATEGORY: EEO-2 - FACULTY
 POSITION OR POSITION CLASSIFICATION: All Faculty Titles
 Form #42 A4

TRAINING ANALYSIS

12/24/2014 11:45

TYPES OF TRAINING	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Adobe Dream Weaver: In Depth	1	1	0	0	0	1	0	0	0	0	0
Adobe Dream Weaver: In Depth	1	1	0	0	0	1	0	0	0	0	0
Adobe In Design: In Depth- New	1	1	0	0	0	1	0	0	0	0	0
Craig Price:: Half a Glass	6	1	5	1	1	0	0	0	2	0	2
Extreme Couponing	2	0	2	0	2	0	0	0	0	0	0
Introduction to Genealogy	7	2	5	2	5	0	0	0	0	0	0
Weather Forecasting 101	1	0	1	0	1	0	0	0	0	0	0
Sexual Harassment Prevention	274	136	138	118	119	2	8	6	7	10	4
Diversity Training	124	59	65	43	54	2	8	3	2	11	1
Conferences/Professional Training	894	477	417	380	312	27	22	25	25	45	58
	0	0	0								
	0	0	0								
Grand Totals	1,311	678	633	544	494	34	38	34	36	66	65

OCCUPATIONAL CATEGORY: EEO-3 - PROFESSIONAL NON-
POSITION OR POSITION CLASSIFICATION: All Titles
Form #42 A4

TRAINING ANALYSIS

12/24/2014 11:45

TYPES OF TRAINING	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
AACRAO 99 Annual Meeting	1	1	0	1	0	0	0	0	0	0	0
Adobe Acrobat: In-depth	1	0	1	0	1	0	0	0	0	0	0
Adobe Illustrator Essentials and Applications	1	0	1	0	1	0	0	0	0	0	0
Applying the 4 Agreements to the Workplace Setting	2	0	2	0	2	0	0	0	0	0	0
Craig Price: Half a Glass	58	14	44	11	34	0	1	0	6	3	3
Developing your Emotional Intelligence	1	0	1	0	1	0	0	0	0	0	0
Ellucian LIVE Tech. Conference	1	1	0	1	0	0	0	0	0	0	0
Excel Introduction	1	1	0	1	0	0	0	0	0	0	0
Extreme Couponing	24	3	21	2	16	0	1	0	3	1	1
Forensic Accounting: What You Don't Know Most Certainly CAN Hurt You	1	0	1	0	1	0	0	0	0	0	0
Freedom of Information: What you need to know for Compliance and Protestion	1	0	1	0	1	0	0	0	0	0	0
Get Moving	15	5	10	4	8	0	0	0	2	1	0
Gerhing Academy - (4-Day Conduct Investigation Training)	1	1	0	1	0	0	0	0	0	0	0
Grammar Tips and Tricks	1	0	1	0	1	0	0	0	0	0	0
How Your Leadership Style Impacts Everyday Productivity and Performance	3	1	2	1	2	0	0	0	0	0	0
If Only My Boss Would...	1	0	1	0	1	0	0	0	0	0	0
Introduction to Genealogy	21	3	18	3	17	0	0	0	1	0	0
Learning Dynamics	15	9	6	5	5	2	0	2	1	0	0
Making the Most of Windows 7	3	0	3	0	3	0	0	0	0	0	0
Mgmt Secrets Managing with Intention Towards a High Performing Team	1	0	1	0	1	0	0	0	0	0	0
Managing Disagreement, Conflict and Confrontation	1	1	0	0	0	0	0	0	0	1	0
Managing Multiple Priorities When Resources are Scarce and Teams are Lean	1	1	0	0	0	0	0	0	0	1	0
NANGAP	1	0	1	0	0	0	1	0	0	0	0
Organizing Your Work Area	1	1	0	1	0	0	0	0	0	0	0
PHP and MySQL Introduction	1	1	0	1	0	0	0	0	0	0	0
Positive Assertiveness	1	0	1	0	1	0	0	0	0	0	0
PowerPoint 2007- Creating Dynamic Presentations	1	0	1	0	1	0	0	0	0	0	0
Regional Entry Level Insitute Conference	1	0	1	0	1	0	0	0	0	0	0
Staying Cool Under Puressure	1	0	1	0	1	0	0	0	0	0	0
Supervision 101	1	0	1	0	1	0	0	0	0	0	0
The Success Manager	1	1	0	1	0	0	0	0	0	0	0
Weather Forcasting 101	4	2	2	0	2	0	0	1	0	1	0
Sexual Harassment Prevention	41	19	22	14	15	3	3	2	3	0	1
Diversity Training	102	40	62	25	44	4	3	7	12	4	3
Conferences/Professional Training	104	15	89	13	59	0	7	2	20	0	3
Grand Totals	415	120	295	85	220	9	16	14	48	12	11

OCCUPATIONAL CATEGORY: EEO-4 - SECRETARIAL CLERICAL

POSITION OR POSITION CLASSIFICATION: All Clerical Titles

Form #42A4

TRAINING ANALYSIS

12/24/2014 11:45

TYPES OF TRAINING	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
AdobeAcrobat: In Depth	2	1	1	0	0	0	1	1	0	0	0
Accounting 1: A Practical Focus to Financial Accounting	1	0	1	0	0	0	1	0	0	0	0
Advanced Topics	1	0	1	0	1	0	0	0	0	0	0
Applying the 4 Agreements to the Wkplace Setting: Ancient Wisdom for Today	3	0	3	0	2	0	0	0	1	0	0
Beyond the Basics of Word	1	0	1	0	1	0	0	0	0	0	0
Beyond the Basics of Word-Part 2	1	0	1	0	1	0	0	0	0	0	0
Collaborative Negotiation	1	0	1	0	1	0	0	0	0	0	0
Craig Price: Half a Glass	18	0	18	0	15	0	1	0	2	0	0
Excel: Beyond the Basics	2	0	2	0	2	0	0	0	0	0	0
Extreme Couponing	14	1	13	1	7	0	3	0	2	0	1
Feeling Great at Work	1	0	1	0	0	0	0	0	1	0	0
Get Moving	12	1	11	0	9	0	1	1	1	0	0
Getting It Write	1	0	1	0	1	0	0	0	0	0	0
Grmmar Tips and Tricks	2	1	1	0	1	0	0	1	0	0	0
Grmmar Tips and Tricks	1	0	1	0	1	0	0	0	0	0	0
Introduction to Genealogy	20	3	17	1	14	0	0	1	2	1	1
Key Communications Skills in the Workplace	1	0	1	0	1	0	0	0	0	0	0
Making the Most of Windows	1	0	1	0	1	0	0	0	0	0	0
Mastering Personal Development for Maximum Professional Efficiency	1	0	1	0	0	0	0	0	1	0	0
Outlook: In Depthy	1	1	0	1	0	0	0	0	0	0	0
Outlook: In Depthy	2	0	2	0	2	0	0	0	0	0	0
PC Maintenance	1	1	0	0	0	0	0	1	0	0	0
Social Media as a Marketing Tool	1	0	1	0	1	0	0	0	0	0	0
Spanish for the Community	1	0	1	0	1	0	0	0	0	0	0
Staying Cool Under Pressure	1	0	1	0	1	0	0	0	0	0	0
Supervision 101	1	0	1	0	1	0	0	0	0	0	0
Todays Customer Service Essentials	1	0	1	0	1	0	0	0	0	0	0
Weather Forecasting 101	14	1	13	0	12	0	0	1	1	0	0
Web Page Design with HTML	1	0	1	0	0	0	0	0	0	0	1
What to Say When Handling Workplace Communication	1	0	1	0	1	0	0	0	0	0	0
Writing for the Web	1	0	1	0	1	0	0	0	0	0	0
Sexual Harassment Prevention	11	2	9	0	7	1	2	0	0	1	0
Diversity Training	13	1	12	1	9	0	1	0	2	0	0
Conferences/Professional Training	4	0	4	0	2	0	2	0	0	0	0
Grand Totals	138	13	125	4	97	1	12	6	13	2	3

OCCUPATIONAL CATEGORY: EEO-5 - TECHNICAL
 PARAPROFESSIONAL
 POSITION OR POSITION CLASSIFICATION: All Titles
 Form #42 A4

TRAINING ANALYSIS

12/24/2014 11:45

TYPES OF TRAINING	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Applying the Four Agreements to the Workplace Setting: Ancient Wisdom for Today	1	1	0	0	0	1	0	0	0	0	0
Conveying Excellence in the Workplace through "Intra" Personal Skills	11	4	7	2	4	1	1	0	0	1	2
Craig Price: Half a Glass	18	0	18	0	15	0	1	0	2	0	0
Effective Business Writing	1	0	1	0	1	0	0	0	0	0	0
Excel: Introduction	1	0	1	0	1	0	0	0	0	0	0
Extreme Couponing	10	1	9	1	6	0	2	0	0	0	1
Get Moving	10	1	9	0	7	1	0	0	0	0	2
Introduction to Genealogy	8	2	6	1	3	1	1	0	0	0	2
Making the Most of Windows	1	0	1	0	0	0	0	0	0	0	1
NEACUHO	1	1	0	1	0	0	0	0	0	0	0
Social Media as a Marketing Tool	1	0	1	0	1	0	0	0	0	0	0
Weather Forecasting 101	9	4	5	3	4	1	0	0	0	0	1
Sexual Harassment Prevention	2	2	0	1	0	0	0	1	0	0	0
Diversity Training	1	0	1	0	1	0	0	0	0	0	0
Conferences/Professional Training	3	2	1	1	1	0	0	0	0	1	0
Grand Totals	78	18	60	10	44	5	5	1	2	2	9

OCCUPATIONAL CATEGORY: Protective Services

POSITION OR POSITION CLASSIFICATION: All Titles

Form #42 A4

TRAINING ANALYSIS

12/24/2014 11:45

TYPES OF TRAINING	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Sexual Harassment Prevention	4	3	1	0	0	2	1	1	0	0	0
Diversity Training	2	2	0	1	0	1	0	0	0	0	0
Grand Totals	6	5	1	1	0	3	1	1	0	0	0

OCCUPATIONAL CATEGORY: EEO-7 SERVICE/MAINTENANCE
 POSITION OR POSITION CLASSIFICATION: All Service Maintenance Titles
 Form #42 A4

12/24/2014 11:45

TRAINING ANALYSIS

TYPES OF TRAINING	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
Excel: Introduction	1	1	0	1	0	0	0	0	0	0	0
Learning Dynamics	2	2	0	2	0	0	0	0	0	0	0
Supervision 101	1	1	0	1	0	0	0	0	0	0	0
Today's Customer Essentials	1	1	0	1	0	0	0	0	0	0	0
Weather Forecasting 101	1	1	0	1	0	0	0	0	0	0	0
Sexual Harassment Prevention	5	4	1	3	1	0	0	1	0	0	0
Diversity Training	32	21	11	13	7	3	0	4	4	1	0
Conferences/Professional Training	3	0	3	0	0	0	0	0	3	0	0
	0	0	0								
Grand Totals	46	31	15	22	8	3	0	5	7	1	0

Identification of Problem Areas Section 46a-68-43

The University, in compliance with this section, has reviewed each occupational category and position classification with significant numbers of persons employed to determine which experienced an increase or reduction in force. All of the University's personnel policies and practices were analyzed to identify those non-quantifiable aspects of the employment process that may impede or prevent the full and fair participation of minorities, women, older workers, and persons with disabilities in the employment process. An additional objective was to identify any systemic discrimination, which is defined as the use of tests, job qualifications, and other employment practices having the unintended effect of contributing to the adverse impact on minorities and women. To determine whether any non-quantifiable aspect of the employment process has substantially disadvantaged members of any underrepresented race/sex group, adverse impact tests, numbers 1-6, were performed for all occupational categories which had personnel activity. The conclusions below were a result of those analyses.

For this reporting period the University established seventy (75)—sixty-eight (68) short-term and seven (7) long-term hiring goals and experienced seventy five (75) hires including one (1) status change from part-time to full-time.

Hiring occurred in the occupational categories of Executive/Administrative, Faculty (Associate Professor, and Assistant Professor), Coaching, Professional Non-Faculty, Administrative Assistant, Secretary 2, and Clerical all titles, Protective Services, Custodian, Service Maintenance All titles (excluding custodians).

Since goal achievement cannot take place in categories where hiring did not occur, ten (10) goals attributable to the categories of Professor (two goals), Technical Paraprofessional (four goals) and Skilled Craft (four goals) could not be achieved. Therefore, only sixty-five (65) of the seventy five (75) established goals were identified as achievable goals. Of the seventy-five (75) hires that occurred during this reporting period, twenty (20) or twenty-seven (27%) percent of all hires, met established reachable hiring goals. Additionally, the change in the Human Resource Administrator from part-time to full-time increased the hiring goals to twenty-one (21) hires or twenty-eight (28%) percent.

Additionally, in its commitment to diversity the University hired twenty-eight (28) members of underrepresented groups that did not meet established goals:

- Three (3) diverse hires in the **Associate Professor** category: One (1) White female, One (1) Hispanic male, One (1) Other male
- Eleven (11) diverse hires in the **Assistant Professor** category: Five (5) White females; One (1) Black male; Three (3) Hispanic females and Two (2) Other males
- Three (3) diverse hires in the **Coaching** category: Three (3) White females
- Eight (8) diverse hires in the **Professional/Non-faculty** category: Four (4) White males; One (1) Black male; Three (3) Hispanic females:
- One (1) diverse hire in the **Administrative Assistant** category: One (1) White female;
- One (1) diverse hire in the **Secretary 2** category: One (1) Hispanic female
- One (1) diverse hire in the **Protective Service** category: One (1) Hispanic male

In all, forty-nine (49) out of the seventy (75) hires (including Human Resources Administrator), or sixty-five (65%), were either goal candidates or candidates from historically underrepresented groups including women.

For this reporting period the university established twenty-nine (29) promotional goals and the university achieved nine (9) or the following goals:

- In the **Executive/Administrative** category, the university met one (1) of one (1) promotional goal: One (1) White female.
- In the **Professor** category, the university met four (4) of nineteen (19) promotional goals: Three (3) White females and One (1) Other males.
- In the **Associate Professor** category, the university met four (4) of six (6) promotional goals: One (1) Black male; One (1) Black female and Two (2) Hispanic females.

Of the thirty-one (31) promotions that occurred for this reporting period, nine (9) or twenty-nine (29%) percent met established reachable promotional goals.

For a full explanation, see Section 46a-68-48, Goals Analysis.

I. EMPLOYMENT APPLICATIONS

For all positions in the Executive/Administrative, Faculty, and Professional/Non-Faculty categories, candidates apply by sending a resume, cover letter, and often letters of reference. This process enables prospective candidates to present extensive information about their candidacy to search committees, thereby enabling committees to review candidates with alternative experience or qualifications where possible. Advertisements state that the University may consider an equivalent combination of credentials and/or experience to meet the specified qualifications.

One serious obstacle to Affirmative Action compliance has been the small percentage of applicants who elected to submit their demographic information during the application process, historically around 20%. About two years ago, the University implemented a new procedure in which applicants are required to submit a demographic cover page to receive a unique applicant identification number. Last year the data collection process was revised to further improve the percentage of applicants submitting their demographics. Applicants still may elect not to provide their race/gender information. However, the fact that this is an active instead of passive choice has already increased the percentage of candidates electing to report. We have seen another increase in the number of candidates who have elected to identify their race and gender from ninety-two (92%) percent last year to ninety-five (95%) percent this year.

The University utilizes the standard State of Connecticut application (HR-12) for candidates applying for positions in all classified occupational categories. The HR-12 does not screen out candidates on the basis of race, sex, age, disability or any other protected class. The applicant provides information related to their demographics voluntarily and therefore, this information is not always available.

II. & III. JOB QUALIFICATIONS AND JOB SPECIFICATIONS

Executive/Administrative

The positions in this occupational category are unclassified and highly specialized in that each one is a one of a kind position and each involves major areas of higher education administration. Recruitment for these positions is difficult because extensive qualifications are required. The educational expectation is usually a doctorate or terminal degree. This requirement may reduce the number of underrepresented group candidates. However, the University does advertise for and considers comparable alternative credentials and experience to improve access.

Faculty

Job requirements for faculty members are usually demanding. The applicants must possess doctorates, have all requirements for their doctorates completed except for their dissertations

(All But Dissertation—ABD status), or other terminal degrees in order to meet accreditation standards for the school and/or discipline.

Search committees seek applicants who meet not only the minimum qualifications but generally also the preferred qualifications. The quality of the applicants' credentials significantly impacts the selection of the final candidates. Setting high levels of educational and experiential qualifications may limit the number of applicants who are members of underutilized classes. Recent statistics published in the *Minorities in Higher Education Twenty-Fourth Status Report, 2011 Supplement* (ACE, 2011) indicate that in 2007-08, 6.2% of all doctorates were awarded to African Americans, 4.4% to Hispanics, 9.4% to Asian Americans, and less than 1% to American Indians. While there is a slight increase from the 2008 data it is still a relative small pool of minority candidates, the competition to recruit minorities is intense. Collective bargaining salary caps, a high course load, and limited funded resources to support research decreases the University's ability to attract minority candidates. However, the University has regularly considered candidates who have not yet obtained a terminal degree. When such a candidate shows promise, the University offers employment contingent upon obtaining the appropriate degree by the time of appointment, although in a few disciplines where the demand is intense, the University has allowed longer periods to facilitate obtaining the terminal degree.

The American Association of University Professors (AAUP) Minority Recruitment and Retention Committee (MRRRC) plays a role in assisting the University to diversify its faculty and retain underutilized group members. The MRRRC supports the University's recruitment efforts by supporting the improvement of non-tenured minority members' credentials, and awarding individual grants for research to assist in the retention of non-tenured minority faculty. In addition, faculty who attend professional conferences in their disciplines are asked to actively recruit minority candidates and provide a list of conference attendees for use in future recruiting efforts. Faculty members are also encouraged to conduct interest discussions with potential candidates and job interviews with candidates who are unable to attend on-campus interviews.

Unique job qualifications, substantial educational requirements, and work experience requirements limit the number of minority persons invited to interview. The Chief Diversity Officer (CDO) addresses these and other factors during search committee orientations (called search charge meetings), in addition to the proposed job qualifications, the search plan, the permissible pre-employment inquiries, the interview plan, evaluation process, and the hiring goals for the relevant occupational category.

Coaching

After consultation with the CHRO reviewer on March 6, 2013, the University has removed all coaching titles out of the faculty category and created a separate EEO category (coaching) and a separate analysis was conducted in all numerical sections of the plan. The Coaching category consists of Coach A, Coach 1-4 and athletic trainers. The university develops job descriptions in consultation with the AAUP.

The positions in this occupational category are unclassified and highly specialized in that each one is a one of a kind position depending on the sport and each requires successful coaching experience at the collegiate level, typically at the Division 1 or 2 level.

After review of the coaching positions hired during this reporting period, the Office of Diversity and Equity and the Athletic Director agreed to conduct full-scale searches on all part-time

positions to ensure compliance with equal opportunity and contract requirements. This would allow the university to move part-time coaches to full-time positions when the need arose.

Professional/Non-Faculty

The Professional/Non-Faculty category consists of administrative faculty members in ranks Administrator I through Administrator VI. The administrative faculty supports all aspects of the University with the exception of those areas designated as academic. These professionals are utilized throughout the University, including but not limited to the divisions of Student Affairs, Institutional Advancement, Academic Affairs, Administrative Affairs, Fiscal Affairs, Registrar's Office, Recruitment and Admissions Office, and Information Technology Services. The job qualifications for each administrative faculty position are set out in a job description reviewed by the State University Organization of Administrative Faculty (SUOAF/AFSCME) union and management. For the most part, all positions require a minimum of a Bachelor's degree, with many positions requiring a Master's degree and several years of relevant administrative experience.

The recruitment and selection process mandated by the SUOAF/AFSCME collective bargaining agreement requires that any vacancy or promotional opportunity must be posted internally so that bargaining unit members of the Board of Regents for Higher Education System are afforded the opportunity to apply for the opportunity before external recruitment can be initiated. The bargaining unit member must communicate their expression of interest to the designated management official within ten (10) working days of the vacancy notification and may participate in the recruitment and selection process if they obtained employment within the bargaining unit through an affirmative action search. While this process facilitates promotional opportunities may result in a limited pool of candidates, it does facilitate promotional opportunities.

SUOAF/AFSCME and Minority Recruitment and Mentoring Committee (MRMC) funds are used to enhance the professional development of minority employees during the first through sixth (1-6) years of their appointment by sponsoring workshops to mentor these employees; distributing recruitment directories; funding advertisement in minority publications and websites; and supporting other professional development activities, including attendance at professional conferences and tuition assistance. These efforts provide significant assistance to the University in diversifying its applicant pools, supporting retention activities, and preparing minority group members for advancement. Starting in late fall of 2012, employees who have been promoted or changed jobs may also qualify for these funds.

Clerical/Secretarial

Job qualifications and specifications are set by the State of Connecticut, Department of Administrative Services for these positions. Candidates are often selected from SEBAC and/or re-employment lists from the classified service. Civil service certification lists are also typically used. Recruitment for Clerical/Secretarial positions is often difficult because it is defined by the regulatory framework within which recruitment and selection must be conducted.

Currently, state certification examinations are being held only in Hartford or East Hartford. This is inconvenient for local interested applicants who lack transportation. Also, if hired, commuting by way of mass transit is difficult for all candidates living in Hartford County.

Technical/Paraprofessional

Positions within this category are specialized and require experience and/or education in specific types of work. Candidates for these positions must be on the appropriate state certification list at the time of appointment to the position. Vacancies are unpredictable and periodic in this occupational area. For that reason, it is difficult to effectively target recruitment efforts toward underrepresented group members with the intent of advising them on how to apply for and take the appropriate state certification examination.

Protective Services:

The recruitment of females, especially minority females, into positions traditionally held by males, such as police officer is difficult statewide. There is an apparent lack of interest in the position and there is some evidence to suggest that underrepresented class members perceive police to be hostile to the group and so reject a career in criminal justice. Recruitment and hiring generally occurs at the level of protective services trainee. All candidates, other than transfers, must attend the police academy and pass the requirements there in order to remain employees within this category.

Skilled Crafts

The stringent qualifications for positions in this category may prevent some underutilized class members from applying for employment opportunities if they lack the requisite skills. Management makes information available to its employees regarding education, skills, and experience needed for each job in the career ladder. In addition, the Connecticut Employees Union NP-2 "Independent" bargaining agreement, Article 14, Vacancies, section four requires that "each vacancy shall first be filled by transfer from within the agency. If the vacancy cannot be filled by transfer within the agency, then it shall be filled by promotion from within the agency. Any employee who is seeking a transfer or promotion to another position within the agency shall be given preference over new hires unless he/she is not qualified to perform the job." Agency in the contract has been redefined to mean any state university or community college within the Board of Regents of Higher Education. Affirmative action gains through external hires are compromised when vacancies within this category are generally filled by transfer or promotion.

There are several factors that impact the University's recruitment efforts in this category. Salary rates in this occupational category are not competitive with the local job market. Consequently, local minority skilled crafts workers are able to earn more in the private sector than at the University. The jobs in this category have traditionally been held by males, creating a lack of female skilled crafts workers. Until recently females have been entering the skilled crafts field at a lower rate. Up until last year the University had been unable to hire females since the available applicant pool has been too small. Nevertheless, the University uses in-house training opportunities to develop internal pools of minority group members where possible.

Service/Maintenance

Custodians:

The Connecticut Employees Union NP-2 "Independent" bargaining agreement, Article 14, Vacancies, Section four requires that "provided that no employee has recall rights, each vacancy shall first be filled by transfer from within the agency. If the vacancy cannot be filled by transfer within the agency, then it shall be filled by promotion from within the agency. Any employee who is seeking a transfer or promotion to another position within the agency shall be given

preference over new hires unless he/she is not qualified to perform the job.” Agency in the contract has been redefined to mean any state university or community college within the Board of Regents of Higher Education. If the union member seeking a promotion or transfer is not qualified, the above noted requirements are not applicable. These contractual requirements can serve to limit the University’s ability to recruit minority group members for positions in this category.

All others in the category excluding Custodians and Protective Services:

The collective bargaining agreement that governs these positions requires that all vacant positions be filled first by employees with recall rights and then by transfers from within the union members. Positions can be filled by the promotion of union members within the University when those with recall rights or by transfers do not fill said position. If the union member seeking a promotion or transfer is not qualified, the above noted requirements are not applicable. These contractual requirements can serve to limit the University’s ability to recruit underutilized group members for positions in this category.

IV. RECRUITMENT PRACTICES

The University increased its recruitment efforts for the Executive/Administrative, Faculty, and Professional/Non-Faculty occupational categories. Further, all search committees were required to increase their recruitment efforts to include professional websites that target underrepresented groups. Previous recruitment strategies, such as the extension of searches, personal recruitment through employees’ contacts, and recruitment initiatives of the MRRC and MRMC, were continued.

The University utilized recruitment strategies, such as posting notices on the Department of Administrative Services website, e-mailing announcements to campus departments, posting notices on the bulletin boards in the administration building as well as East Hall, to recruit for positions in unclassified occupation categories. In addition, state certification lists were used to recruit qualified candidates in the classified occupational categories. Applicants are required to pass a state certification examination to be deemed eligible for appointment.

V. PERSONNEL POLICIES

The University examined its personnel policies to identify those non-quantifiable aspects of the employment process, which may impede or prevent the full and fair participation of underrepresented race/sex group members in the employment process and, as a result, made modifications where appropriate. Those personnel policies that are determined by collective bargaining obligations may be changed only through that process.

VI. ORIENTATION

New faculty members attend a comprehensive orientation session at the start of each academic year. The AAUP/MRRC may provide mentors to new minority faculty members to assist them in their adjustment to the University, and the SUOAF/MRMC hosts an orientation luncheon for new minority employees in the Professional/Non-Faculty category. The Human Resources Office provides orientation for employees in the Professional Non-Faculty and all classified occupational categories. The Office of Diversity & Equity (ODE) participates in all orientation programs in order to provide new employees with information regarding policies related to equal employment opportunity/affirmative action, sexual harassment, and the internal grievance (discrimination complaint) procedure.

The Human Resources Office directs all new employees to the Central Connecticut State University sign up portal of the HR website. This website is dedicated to providing new employees information regarding the university including: the University Mission Statement, Statement on Affirmative Action/Equal Employment Opportunity, Sexual Harassment Policy, Health and Life Insurance, as well as personnel policies relating to compensation, attendance, and career mobility. This website is regularly updated to reflect changes in policies and procedures.

VII. TRAINING

The University fosters and encourages employees to participate in training programs, which will assist in their job responsibilities and their professional growth. To that end, the University provides in-house training in computer skills, data collection, and record maintenance, as well as makes available information on in-service training offered by the Department of Administrative Services. In addition, the Human Resources Office (HRO) staff provide training on a variety of topics related to supervision, performance evaluations, and the Americans with Disabilities Act (ADA). Through programs such as tuition reimbursement, tuition waivers, and collective bargaining agreements, employees have the opportunity to pursue other training options, including college courses. A full report on the training which occurred this filing period is addressed in **Section XII, Employment Analyses**.

VIII. COUNSELING

Career counseling is available in the HRO, the ODE, and Career Services. For personal counseling, the University has an effective Employee Assistance Program as well as the Counseling and Wellness Center for referrals and limited services.

IX. GRIEVANCE PROCEDURE

All employees have access to grievance procedures through their collective bargaining agreements and/or the Board of Trustees' Personnel Policies, and are provided with a copy of the CCSU Nondiscrimination in Education and Employment Policy as well as the CCSU Procedures and Timetables for Processing of Discrimination and Sexual Harassment Complaints. These documents outline employee protections under the University's affirmative action/equal employment opportunity policies and are posted on the ODE's website: www.ccsu.edu/AffAction.

X. EVALUATION

The University conducts employee evaluations pursuant to collective bargaining agreements or the Board of Trustees' Personnel Policies. The performance of the unclassified Management/Confidential staff is evaluated on an annual basis. The appropriate chief executive officers review the performance appraisals. An analysis of all evaluations is reported on Form 42A3 in **Section XII, Employment Analysis**.

XI. LAYOFFS

The University did not experience any layoffs during this reporting period.

XII. TERMINATION

The University has not experienced any problems in this area of the personnel process.

SUMMARY OF PROBLEM AREAS

Job Qualifications and Job Specifications:

A substantial level of qualifications is required for Executive/Administrative, Faculty, Technical/Paraprofessional and Skilled Crafts positions.

Terminal degrees are generally required for Executive/Administrative and Faculty positions. The degree requirements may reduce the number of eligible minority candidates and create a potential barrier. It is incumbent for search committees in all departments to continually participate in personal, aggressive networking with fellow colleagues, personal contacts within academic organizations and at conferences in an effort to increase the pool of minority applicants. Minorities must be included in all finalist applicant pools where their qualifications match or exceed those of other finalists. The ODE requires that minorities and females are included on all search committees.

The CDO meets with each search committee prior to posting all positions to ensure the minimal qualifications do not exceed the expectations of the position. All other criteria can be utilized as preferred qualifications. This will ensure that more applicants at a minimum meet the required qualifications which may result in an increase in minority and/or goal candidates moving forward in the search process.

Recruitment Practices:

For the Office Clerical occupational category, state certifications examinations are held only in Hartford are inconvenient for local, interested applicants who have transportation problems. Mass transit is neither reliable nor easily accessible. Upcoming improvement to mass transit may improve this issue.

In the Skilled Crafts category, the contract clause states that in all non-competitive maintenance positions the vacancies are to be filled by seniority from within the Board of Regents of Higher Education. Other factors that impact on this occupational category include starting salaries that are not competitive compared with the local labor market.

The University recognizes that additional recruitment efforts are necessary in the Protective Services category in order to attract females and minorities into the field of protective services. However, the requirement that applicants must be POST certified to be eligible for appointment to protective services positions creates an additional barrier. When possible the university will consider filling the position at the trainee level.

Age and Disability:

Pursuant to this section, the agency examined all aspects of the employment process to determine if any employment policy or practice might impede or prevent the full and fair participation of the physically disabled and older persons in the workforce.

The University reviewed its unclassified job descriptions to eliminate the establishment of artificial barriers to disabled applicants and search committees are instructed regarding the use of permissible and non-permissible questions. Further, the ODE reviewed all job advertisement to eliminate any references that could be construed as discriminatory based on age or disability.

The University's web page, www.ccsu.edu, provides an accessibility map of the campus and maps are available throughout campus as well as by mail. The University's Counseling and Wellness and Health Services Centers are resources for persons who may need assistance.

Human Resources will continue to monitor all employment transactions for compliance with personnel policies as well as state and federal regulations.

The University performed all relevant adverse impact tests for each occupational category to determine whether any quantifiable aspect of the employment process has substantially disadvantaged members of an underrepresented race/sex group. Forms 43B1-3 and 43B 4-6 are included in this section.

Adverse Impact

The adverse impact tests are included in this section.

After consultation with the CHRO reviewer on March 6, 2013, the University has removed all coaching titles out of the faculty category and created a separate EEO category (coaching) and a separate analysis was conducted in all numerical sections of the plan.

When new faculty hires have not completed their terminal degrees, they are hired at the instructor level until they obtain the degree required; therefore, after consultation with the CHRO reviewer on March 6, 2013 the instructor category has been consolidated into the Assistant Professor category.

In the 2013 AA Plan review, this section was found to be in compliance with the AA Regulations. After consultation and receipt of technical assistance on June 6, 2014, regarding section 46a-68-40, utilization analysis, the category of protective services has been modified solely based on EEO category designation and not numerical analysis. The category of protective services has been taken out of the EEO 7 category and separated into its own category.

CCSU Exit Questionnaire

Q1 Name

Answered: 20 Skipped: 0

CCSU Exit Questionnaire

Q2 University Department

Answered: 20 Skipped: 0

CCSU Exit Questionnaire

Q3 Job Title

Answered: 20 Skipped: 0

CCSU Exit Questionnaire

Q4 Employment Category/Appointment Type

Answered: 20 Skipped: 0

AAUP Faculty					
	Special Appointment (temp.)	Tenure Track	Tenured	Defined Term Appointment (coach)	Total
Please select one	0.00% 0	28.57% 2	71.43% 5	0.00% 0	7

SUOAF Administrative Faculty				
	Temporary Appointment	Term Appointment	Continuing Appointment	Total
Please select one	14.29% 1	28.57% 2	57.14% 4	7

Classified						
	Administrative Clerical	Administrative & Residual	Engineering & Scientific	Maintenance	Protective Services	Total
Please select one	40.00% 2	20.00% 1	0.00% 0	20.00% 1	20.00% 1	5

Management/Confidential			
	Non-Temporary Appointment	Temporary Appointment	Total
Please select one	100.00% 2	0.00% 0	2

CCSU Exit Questionnaire

Q5 Gender

Answered: 20 Skipped: 0

Answer Choices	Responses
Male	50.00% 10
Female	50.00% 10
Total	20

CCSU Exit Questionnaire

Q6 Length of CCSU service

Answered: 20 Skipped: 0

Answer Choices	Responses	
Under 5 years	25.00%	5
5 - 9 years	30.00%	6
10 - 15 years	20.00%	4
16 - 19 years	0.00%	0
20 - 25 years	10.00%	2
26+ years	15.00%	3
Total		20

CCSU Exit Questionnaire

Q7 Would you work for CCSU again in the future?

Answered: 20 Skipped: 0

Answer Choices	Responses	
Yes	70.00%	14
No	30.00%	6
Total		20

CCSU Exit Questionnaire

Q8 Were you able to utilize your skills and abilities in your position at CCSU?

Answered: 20 Skipped: 0

Answer Choices	Responses
Yes	80.00% 16
No	20.00% 4
Total	20

CCSU Exit Questionnaire

Q9 Did the job meet your expectations?

Answered: 20 Skipped: 0

Answer Choices	Responses
Yes	80.00% 16
No	20.00% 4
Total	20

CCSU Exit Questionnaire

Q10 Please indicate the reason/s that contributed to your decision to leave CCSU.

Answered: 20 Skipped: 0

Answer Choices	Responses	
	Percentage	Count
Salary/Wage	10.00%	2
Employment conditions	15.00%	3
Promotional opportunity	10.00%	2
Work location/relocation	5.00%	1
Workplace culture and values	15.00%	3
Family/Childcare reasons	5.00%	1
Health-related reasons	10.00%	2
Retirement	45.00%	9
End of contract	10.00%	2
Lack of advancement opportunities	20.00%	4
Other (please specify)	25.00%	5
Total Respondents: 20		

CCSU Exit Questionnaire

Q11 Overall Experience

Answered: 10 Skipped: 1

	Extremely satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Extremely dissatisfied	Total	Average Rating
Your overall work experience	52.63% 10	26.32% 5	5.26% 1	5.26% 1	10.53% 2	19	4.05

CCSU Exit Questionnaire

Q12 Job/Role

Answered: 20 Skipped: 0

	Extremely satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Extremely dissatisfied	Total	Average Rating
Definition of your role and responsibilities	50.00% 10	30.00% 6	0.00% 0	0.00% 0	20.00% 4	20	3.90
The nature of the work required in your role	50.00% 10	30.00% 6	5.00% 1	10.00% 2	5.00% 1	20	4.10
Opportunities for advancement and development	40.00% 8	5.00% 1	15.00% 3	25.00% 5	15.00% 3	20	3.30
Evaluation/Performance Review process	44.44% 8	11.11% 2	22.22% 4	0.00% 0	22.22% 4	18	3.56
Ability to provide input into issues that affected your job	40.00% 8	30.00% 6	15.00% 3	0.00% 0	15.00% 3	20	3.80

CCSU Exit Questionnaire

Q13 Terms & Conditions

Answered: 20 Skipped: 0

	Extremely satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Extremely dissatisfied	Total	Average Rating
Salary	25.00% 5	50.00% 10	20.00% 4	5.00% 1	0.00% 0	20	3.95
Fringe benefits	65.00% 13	20.00% 4	10.00% 2	5.00% 1	0.00% 0	20	4.45
Work Schedule	65.00% 13	25.00% 5	5.00% 1	0.00% 0	5.00% 1	20	4.45
Access to flexible working arrangements	70.00% 14	5.00% 1	15.00% 3	5.00% 1	5.00% 1	20	4.30
Office/Work space	25.00% 5	40.00% 8	10.00% 2	25.00% 5	0.00% 0	20	3.65
On-Campus Health & Fitness Opportunities	30.00% 6	15.00% 3	40.00% 8	15.00% 3	0.00% 0	20	3.60
Geographic location	60.00% 12	10.00% 2	25.00% 5	5.00% 1	0.00% 0	20	4.25

CCSU Exit Questionnaire

Q14 Interpersonal Relationships

Answered: 20 Skipped: 0

	Extremely satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Extremely dissatisfied	Total	Average Rating
Relationship with immediate supervisor	70.00% 14	5.00% 1	15.00% 3	5.00% 1	5.00% 1	20	4.30
Relationship with coworkers in your department	60.00% 12	15.00% 3	10.00% 2	5.00% 1	10.00% 2	20	4.10
Relationship with faculty & staff in other departments	57.89% 11	21.05% 4	10.53% 2	10.53% 2	0.00% 0	19	4.26
Relationship with the administration	42.11% 8	15.79% 3	26.32% 5	5.26% 1	10.53% 2	19	3.74

CCSU Exit Questionnaire

Q15 Training & Development

Answered: 20 Skipped: 0

	Extremely satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Extremely dissatisfied	Total	Average Rating
Orientation	40.00% 8	20.00% 4	25.00% 5	10.00% 2	5.00% 1	20	3.80
On the Job training	45.00% 9	10.00% 2	25.00% 5	15.00% 3	5.00% 1	20	3.75
Training and development opportunities	55.00% 11	10.00% 2	25.00% 5	5.00% 1	5.00% 1	20	4.05
Access to training programs	50.00% 10	10.00% 2	30.00% 6	5.00% 1	5.00% 1	20	3.95

CCSU Exit Questionnaire

Q16 Immediate Supervisor/Management

Answered: 20 Skipped: 0

	Extremely satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Extremely dissatisfied	Total	Average Rating
Communication of strategic direction and policy	50.00% 10	20.00% 4	10.00% 2	10.00% 2	10.00% 2	20	3.90
Feedback on your performance	65.00% 13	5.00% 1	10.00% 2	10.00% 2	10.00% 2	20	4.05
Communication of decisions and issues affecting you	55.00% 11	15.00% 3	5.00% 1	15.00% 3	10.00% 2	20	3.90
Competence of your Immediate supervisor	60.00% 12	15.00% 3	10.00% 2	10.00% 2	5.00% 1	20	4.15

CCSU Exit Questionnaire

Q17 Workplace Culture

Answered: 20 Skipped: 0

	Extremely satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Extremely dissatisfied	Total	Average Rating
Culture of supporting faculty & staff to develop and reach their potential	50.00% 10	20.00% 4	15.00% 3	10.00% 2	5.00% 1	20	4.00
Culture of respecting Individual differences	55.00% 11	10.00% 2	20.00% 4	5.00% 1	10.00% 2	20	3.95
Culture of providing a workplace free of harassment and bullying	45.00% 9	15.00% 3	20.00% 4	15.00% 3	5.00% 1	20	3.80

CCSU Exit Questionnaire

Q18 Please use this space for any additional comments you would like to make. Thank you.

Answered: 10 Skipped: 10

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 1 - Executive Administrative
POSITION CLASSIFICATION: All Titles
LABOR MARKET AREA: Statewide/National

Reporting Period: 03/01/2013 - 02/28/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	100	47.7	52.3	39.1	40.8	3.8	5.8	2.6	3.3	2.2	2.4
0.8 X WORKFORCE PARITY %				31.3	32.6	3	4.6	2.1	2.6	1.8	1.9
% Qualified applicant Pool				34.6	11.5	26.9	0	0	0	19.2	0
Affect Group(s) (*)					*		*	*	*		*
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST #3											
No. Interviewed	No Activity										
No. Eligible											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	4	2	2	2	2	0				0	
No. Interviewed	20	17	3	7	3	5				4	
Hiring Rate (B div. By C)				0.3	0.7	0				0	
0.8 x Largest Line D				0.6	0.6	0.6				0.6	
Affected Group(s) (*)				*		*				*	
TEST #5											
No. Hired	4	2	2	2	2	0				0	
No. Applied	26	23	3	9	3	7				5	
Hiring Rate (I DIV. BY J)				0.2	0.7	0.0				0.0	
Largest Line K x 0.8				0.6	0.6	0.6				0.6	
Affected Group(s) (*)				*		*				*	
TEST #6											
No. Reduced	5	2	3	2	3						
Reduction Rate				0.1	0.2						
Impact Ratio				1.0	0.5						
Affected Group(s) (*)					*						

NOTE : Grand total counts including total male + total female + unknown/unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 2 - Faculty
POSITION CLASSIFICATION: Professor
LABOR MARKET AREA: Statewide/National

Reporting Period: 03/01/2013 - 02/28/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	100	57	43	43.6	37	2.8	1.6	2.2	1.6	8.2	2.9
0.8 X WORKFORCE PARITY %				34.9	29.6	2.2	1.3	1.8	1.3	6.6	2.3
% Qualified applicant Pool				30.0	30	0	10	20	0	10	0
Affect Group(s) (*)				*		*			*		*
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST #3											
No. Interviewed	No Activity										
No. Eligible (Ttl Passing Exam)											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	10	6	4	3	3	1	2	1	1		
No. Interviewed	10	6	4	3	3	1	2	1	1		
Hiring Rate (B div. By C)				1.0	1.0	1.0	1.0	1.0	1.0		
0.8 x Largest Line D				0.8	0.8	0.8	0.8	0.8	0.8		
Affected Group(s) (*)											
TEST #5											
No. Hired	10	6	4	3	3	1	2	1	1		
No. Applied	10	6	4	3	3	1	2	1	1		
Hiring Rate (I DIV. BY J)				1.0	1.0	1.0	1.0	1.0	1.0		
Largest Line K x 0.8				0.8	0.8	0.8	0.8	0.8	0.8		
Affected Group(s) (*)											
TEST #6											
No. Reduced	11	7	4	6	4	1					
Reduction Rate				0.1	0.1	0.1					
Impact Ratio				1.0	1.0	1.0					
Affected Group(s) (*)											

NOTE : Total Categories equal Total count including Total Male +Total Female + Unknown/Unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 2 - Associate Professor
POSITION CLASSIFICATION: All Titles
LABOR MARKET AREA: Statewide/National

Reporting Period: 03/01/2013 - 02/28/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	100	53.2	46.8	41	33	4	4	1.5	4.6	6.7	5.1
0.8 X WORKFORCE PARITY %				32.8	26.4	3.2	3.2	1.2	3.7	5.4	4.1
% Qualified applicant Pool				30.2	14.2	6.6	1.9	2.8	3.8	34	1.9
Affect Group(s) (*)				*	*		*				*
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST #3											
No. Interviewed	No Activity										
No. Eligible (Passing Exam)											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	25	13	12	9	8	1	1	1	2	2	1
No. Interviewed	78	56	22	22	13	6	2	2	4	24	2
Hiring Rate (B div. By C)				0.4	0.6	0.2	0.5	0.5	0.5	0.1	0.5
0.8 x Largest Line D				0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Affected Group(s) (*)				*		*				*	
TEST #5											
No. Hired	25	13	12	9	8	1	1	1	2	2	1
No. Applied	106	82	24	32	15	7	2	3	4	36	2
Hiring Rate (I DIV. BY J)				0.3	0.5	0.1	0.5	0.3	0.5	0.1	0.5
Largest Line K x 0.8				0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Affected Group(s) (*)				*		*		*		*	
TEST #6											
No. Reduced	14	10	4	5	3		1	2		3	
Reduction Rate				0.1	0.1		0.5	0.5		0.2	
Impact Ratio				1.0	1.0		0.2	0.2		0.5	
Affected Group(s) (*)							*	*		*	

NOTE : Total Categories equal Total count including Total Male +Total Female + Unknown/Unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 2 - Faculty
POSITION CLASSIFICATION: Assistant Professor
LABOR MARKET AREA: Statewide/National

Reporting Period: 03/01/2013 - 02/28/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	100	47.6	52.4	35.6	37.3	3	5.4	2.9	3.4	6.1	6.5
0.8 X WORKFORCE PARITY %				28.5	29.8	2.4	4.3	2.3	2.7	4.9	5.2
% Qualified applicant Pool				34.3	24.6	3.7	3	3.2	1.9	16.5	8.1
Affect Group(s) (*)					*		*		*		
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST #3											
No. Interviewed	No Activity										
No. Eligible											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	24	12	12	8	7	2	1	0	3	2	1
No. Interviewed	173	96	77	55	45	11	8	6	8	21	14
Hiring Rate (B div. By C)				0.1	0.2	0.2	0.1	0	0.4	0.1	0.1
0.8 x Largest Line D				0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Affected Group(s) (*)				*	*	*	*	*	*	*	*
TEST #5											
No. Hired	24	12	12	8	7	2	1	0	3	2	1
No. Applied	431	263	168	148	106	16	13	14	8	71	35
Hiring Rate (I DIV. BY J)				0.1	0.1	0.1	0.1	0.0	0.4	0.0	0.0
Largest Line K x 0.8				0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Affected Group(s) (*)				*	*	*	*	*	*	*	*
TEST #6											
No. Reduced	21	10	11	8	8	1	1		2	1	
Reduction Rate				0.2	0.3	0.3	0.3		0.5	0.2	
Impact Ratio				1.0	0.7	0.7	0.7		0.4	1.0	
Affected Group(s) (*)					*	*	*		*		

NOTE : Grand total counts include total male + total female + unknown/unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 2 - Faculty
POSITION CLASSIFICATION: Coaching
LABOR MARKET AREA: Statewide/National

Reporting Period: 03/01/2013 - 02/28/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	100	74	26	54.5	19.1	15.3	4.9	1.9	1.1	2.5	0.9
0.8 X WORKFORCE PARITY %				43.6	15.3	12.2	3.9	1.5	0.9	2	0.7
% Qualified applicant Pool				62.8	3.1	26.8	0.2	2.4	0.2	0.7	0
Affect Group(s) (*)					*		*		*	*	*
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST #3											
No. Interviewed	No Activity										
No. Eligible											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	12	8	4	7	3	0	1	1	0		
No. Interviewed	56	45	11	38	9	5	1	2	1		
Hiring Rate (B div. By C)				0.2	0.3	0	1	0.5	0		
0.8 x Largest Line D				0.8	0.8	0.8	0.8	0.8	0.8		
Affected Group(s) (*)				*	*	*		*	*		
TEST #5											
No. Hired	12	8	4	7	3	0	1	1	0	0	
No. Applied	414	399	15	260	13	111	1	10	1	3	
Hiring Rate (I DIV. BY J)				0.0	0.2	0.0	1.0	0.1	0.0	0.0	
Largest Line K x 0.8				0.8	0.8	0.8	0.8	0.8	0.8	0.8	
Affected Group(s) (*)				*	*	*		*	*	*	
TEST #6											
No. Reduced	5	4	1	3	1	1					
Reduction Rate				0.2	0.1	0.5					
Impact Ratio				0.5	1.0	0.2					
Affected Group(s) (*)				*		*					

NOTE : Total Categories equal Total count including Total Male +Total Female + Unknown/Unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 3- Professional Non-Faculty
POSITION CLASSIFICATION: All Titles
LABOR MARKET AREA: Statewide/National

Reporting Period: 03/01/2013 - 02/28/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	100	43.3	56.7	34.9	42.5	3.3	6.5	2.5	4.4	2.7	3.5
0.8 X WORKFORCE PARITY %				27.9	34	2.6	5.2	2	3.5	2.2	2.8
% Qualified applicant Pool				31.1	38.2	5.4	5.4	1.9	3.1	4.7	4.5
Affect Group(s) (*)								*	*		
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST #3											
No. Interviewed	No Activity										
No. Eligible											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	18	5	13	4	9	1	0	0	3	0	1
No. Interviewed	163	67	96	44	74	11	7	4	5	6	5
Hiring Rate (B div. By C)				0.1	0.1	0.1	0	0	0.6	0	0.2
0.8 x Largest Line D				0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Affected Group(s) (*)				*	*	*	*	*	*	*	*
TEST #5											
No. Hired	18	5	13	4	9	1	0	0	3	0	1
No. Applied	424	193	231	132	162	23	23	8	13	20	19
Hiring Rate (I DIV. BY J)				0.0	0.1	0.0	0.0	0.0	0.2	0.0	0.1
Largest Line K x 0.8				0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Affected Group(s) (*)				*	*	*	*	*	*	*	*
TEST #6											
No. Reduced	12	5	7	5	5		1		1		
Reduction Rate				0.1	0.1		0.1		0.1		
Impact Ratio				1.0	1.0		1.0		1.0		
Affected Group(s) (*)											

NOTE : Grand total counts include total male + total female + unknown/unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 4 - Clerical
POSITION CLASSIFICATION: Administrative Assistant
LABOR MARKET AREA: Hartford County

Reporting Period: 03/01/2013 - 02/28/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	100	3.4	96.6	2.7	76.4	0.4	10.2	0.3	7.8	0.1	2.1
0.8 X WORKFORCE PARITY %				2.2	61.1	0.3	8.2	0.2	6.2	0.1	1.7
% Qualified applicant Pool				0.0	66.7	0	21.1	0	7	0	0
Affect Group(s) (*)				*		*		*		*	*
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST #3											
No. Interviewed	No Activity										
No. Eligible											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	2		2		1		1		0		
No. Interviewed	15		15		8		5		2		
Hiring Rate (B div. By C)					0.1		0.2		0		
0.8 x Largest Line D					0.2		0.2		0.2		
Affected Group(s) (*)					*				*		
TEST #5											
No. Hired	2		2		1		1		0		
No. Applied	57		57		38		12		4		
Hiring Rate (I DIV. BY J)					0.0		0.1		0.0		
Largest Line K x 0.8					0.1		0.1		0.1		
Affected Group(s) (*)					*				*		
TEST #6											
No. Reduced	2		2		2						
Reduction Rate					0.1						
Impact Ratio					1.0						
Affected Group(s) (*)											

NOTE : Total Categories equal Total count including Total Male +Total Female + Unknown/Unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 4 - Clerical
POSITION CLASSIFICATION: Secretary 2
LABOR MARKET AREA: Hartford County

Reporting Period: 03/01/2013 - 02/29/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	100	4.4	95.6	2.6	74.1	1.3	11.2	0.3	8.3	0.2	2.1
0.8 X WORKFORCE PARITY %				2.1	59.3	1	9	0.2	6.6	0.2	1.7
% Qualified applicant Pool				0.0	75	0	12.5	0	12.5	0	0
Affect Group(s) (*)				*		*		*		*	*
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST #3											
No. Interviewed	No Activity										
No. Eligible											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	2		2		1		0		1		
No. Interviewed	8		8		6		1		1		
Hiring Rate (B div. By C)					0.2		0		1		
0.8 x Largest Line D					0.8		0.8		0.8		
Affected Group(s) (*)					*		*				
TEST #5											
No. Hired	2		2		1		0		1		
No. Applied	8		8		6		1		1		
Hiring Rate (I DIV. BY J)					0.2		0.0		1.0		
Largest Line K x 0.8					0.8		0.8		0.8		
Affected Group(s) (*)					*		*				
TEST #6											
No. Reduced	4		4		1		2		1		
Reduction Rate					0.1		0.4		0.2		
Impact Ratio					1.0		0.3		0.5		
Affected Group(s) (*)							*		*		

NOTE : Total Categories equal Total count including Total Male +Total Female + Unknown/Unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 4 - Clerical
POSITION CLASSIFICATION: All Titles Except Sec 2 & Admin Asst
LABOR MARKET AREA: Hartford County

Reporting Period: 03/01/2013 - 02/29/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	100	25.5	74.5	15.2	44.2	4.7	16.4	3.8	8.6	1.9	5.3
0.8 X WORKFORCE PARITY %				12.2	35.4	3.8	13.1	3	6.9	1.5	4.2
% Qualified applicant Pool				14.3	42.9	28.6	0	0	0	14.3	0
Affect Group(s) (*)							*	*	*		*
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST #3											
No. Interviewed	No Activity										
No. Eligible											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	1	1	0	0	0	0				1	
No. Interviewed	7	4	3	1	3	2				1	
Hiring Rate (B div. By C)				0.0	0	0				1	
0.8 x Largest Line D				0.8	0.8	0.8				0.8	
Affected Group(s) (*)				*	*	*					
TEST #5											
No. Hired	1	1	0	0	0	0				1	
No. Applied	7	4	3	1	3	2				1	
Hiring Rate (I DIV. BY J)				0.0	0.0	0.0				1.0	
Largest Line K x 0.8				0.8	0.8	0.8				0.8	
Affected Group(s) (*)				*	*	*					
TEST #6											
No. Reduced	2		2		2						
Reduction Rate					0.1						
Impact Ratio					1.0						
Affected Group(s) (*)											

NOTE : Total Categories equal Total count including Total Male +Total Female + Unknown/Unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 5 - Technical/Paraprofessional
POSITION CLASSIFICATION: All Titles
LABOR MARKET AREA: Hartford County

Reporting Period: 03/01/2013 - 02/29/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	No Activity										
0.8 X WORKFORCE PARITY %											
% Qualified applicant Pool											
Affect Group(s) (*)											
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST # 3											
No. Interviewed	No Activity										
No. Eligible											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	No Activity										
No. Interviewed											
Hiring Rate (B div. By C)											
0.8 x Largest Line D											
Affected Group(s) (*)											
TEST #5											
No. Hired	No Activity										
No. Applied											
Hiring Rate (I DIV. BY J)											
Largest Line K x 0.8											
Affected Group(s) (*)											
TEST #6											
No. Reduced	1		1		1						
Reduction Rate					0.1						
Impact Ratio					1.0						
Affected Group(s) (*)											

NOTE : Grand total counts include total male + total female + unknown/unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: Protective Service
POSITION CLASSIFICATION: All Titles
LABOR MARKET AREA: Hartford County

Reporting Period: 03/01/2013 - 02/28/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	100	84.2	15.8	63.9	8.3	11.6	3.6	6.2	3.3	2.6	0.5
0.8 X WORKFORCE PARITY %				51.1	6.6	9.3	2.9	5	2.6	2.1	0.4
% Qualified applicant Pool				54.1	9.5	10.8	4.1	10.8	6.8	0	0
Affect Group(s) (*)										*	*
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST #3											
No. Interviewed	No Activity										
No. Eligible											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	2	1	1	0	1	0	0	1	0		
No. Interviewed	12	7	5	4	2	1	2	2	1		
Hiring Rate (B div. By C)				0.0	0.5	0	0	0.5	0		
0.8 x Largest Line D				0.4	0.4	0.4	0.4	0.4	0.4		
Affected Group(s) (*)				*		*	*		*		
TEST #5											
No. Hired	2	1	1	0	1	0	0	1	0		
No. Applied	74	59	15	40	7	8	3	8	5		
Hiring Rate (I DIV. BY J)				0.0	0.1	0.0	0.0	0.1	0.0		
Largest Line K x 0.8				0.1	0.1	0.1	0.1	0.1	0.1		
Affected Group(s) (*)				*		*	*		*		
TEST #6											
No. Reduced	1	1								1	
Reduction Rate										1	
Impact Ratio										1.0	
Affected Group(s) (*)											

NOTE : Total Categories equal Total count including Total Male +Total Female + Unknown/Unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 6 - Skilled Crafts
POSITION CLASSIFICATION: All Titles
LABOR MARKET AREA: Hartford County

Reporting Period: 03/01/2013 - 02/29/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	No Activity										
0.8 X WORKFORCE PARITY %											
% Qualified applicant Pool											
Affect Group(s) (*)											
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST # 3											
No. Interviewed	No Activity										
No. Eligible											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	No Activity										
No. Interviewed											
Hiring Rate (B div. By C)											
0.8 x Largest Line D											
Affected Group(s) (*)											
TEST #5											
No. Hired	No Activity										
No. Applied											
Hiring Rate (I DIV. BY J)											
Largest Line K x 0.8											
Affected Group(s) (*)											
TEST #6											
No. Reduced	2	2		2							
Reduction Rate				0.2							
Impact Ratio				1.0							
Affected Group(s) (*)											

NOTE : Total Categories equal Total count including Total Male +Total Female + Unknown/Unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 7 - Service Maintenance
POSITION CLASSIFICATION: Custodian
LABOR MARKET AREA: Hartford County

Reporting Period: 03/01/2013 - 02/28/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	100	72.5	27.5	39.3	10.7	11.5	4.4	18.7	11.1	3.2	1.3
0.8 X WORKFORCE PARITY %				31.4	8.6	9.2	3.5	15	8.9	2.6	1
% Qualified applicant Pool				49.0	5.2	17.6	2.9	14.8	2.9	1.4	1
Affect Group(s) (*)				*	*	*	*	*	*	*	*
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST #3											
No. Interviewed	No Activity										
No. Eligible											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	3	3	0	1		0	0	2			
No. Interviewed	11	10	1	4		3	1	3			
Hiring Rate (B div. By C)				0.3		0	0	0.7			
0.8 x Largest Line D				0.6		0.6	0.6	0.6			
Affected Group(s) (*)				*		*	*				
TEST #5											
No. Hired	3	3	0	1	0	0	0	2	0	0	0
No. Applied	210	180	26	103	11	37	6	31	6	3	2
Hiring Rate (I DIV. BY J)				0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0
Largest Line K x 0.8				0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Affected Group(s) (*)				*	*	*	*		*	*	*
TEST #6											
No. Reduced	2	1	1					1	1		
Reduction Rate								0.3	0.2		
Impact Ratio								0.7	1.0		
Affected Group(s) (*)								*			

NOTE : Total Categories equal Total count including Total Male +Total Female + Unknown/Unknown to reflect total applicant pool, interview pool, etc.

ADVERSE IMPACT TESTS

AGENCY: Central Connecticut State University
EEO CATEGORY: EEO 7 - Service Maintenance
POSITION CLASSIFICATION: All Titles Except Custodians
LABOR MARKET AREA: Hartford County

Reporting Period: 03/01/2013 - 02/28/2014

FORM #43B1 - 3

ADVERSE IMPACT TEST NO. 1-6	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	OTHER MALE	OTHER FEMALE
TEST #1											
WORKFORCE PARITY %	100	90	10	66	6.5	8.7	0.3	12.6	3	2.7	0.2
0.8 X WORKFORCE PARITY %				52.8	5.2	7	0.2	10.1	2.4	2.2	0.2
% Qualified applicant Pool				40.0	14.1	16.3	5.9	10.4	3	3	0.7
Affect Group(s) (*)				*							
TEST #2											
No. Passing Examination	No Activity										
No. Taking Examination											
Passing Rate (H div. By I)											
0.8 x Largest Line J											
Affected Group(s) (*)											
TEST #3											
No. Interviewed	No Activity										
No. Eligible											
Interview Rate (O div. By P)											
0.8 x Largest Line Q											
Affected Group(s) (*)											

FORM #43B4-6

TEST #4											
No. Hired	3	3	0	2	0	0	0	1	0	0	
No. Interviewed	50	43	7	19	6	12	1	8	1	1	
Hiring Rate (B div. By C)				0.1	0	0	0	0.1	0	0	
0.8 x Largest Line D				0.1	0.1	0.1	0.1	0.1	0.1	0.1	
Affected Group(s) (*)					*	*	*		*	*	
TEST #5											
No. Hired	3	3	0	2	0	0	0	1	0	0	0
No. Applied	135	103	32	54	19	22	8	14	4	4	1
Hiring Rate (I DIV. BY J)				0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0
Largest Line K x 0.8				0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Affected Group(s) (*)				*	*	*	*		*	*	*
TEST #6											
No. Reduced	6	6		3		1		1		1	
Reduction Rate				0.1		0.3		0.3		1	
Impact Ratio				1.0		0.3		0.3		0.1	
Affected Group(s) (*)						*		*		*	

NOTE : Total Categories equal Total count including Total Male +Total Female + Unknown/Unknown to reflect total applicant pool, interview pool, etc.

PROGRAM GOALS AND TIMETABLES Section 46a-68-44

The University has established program goals pursuant to analyses conducted in **Section 46a-68-44, Identification of Problem Areas** in order to remove any disparity or adverse impact on the race/sex group members in the respective occupational categories.

The University did not identify any employment policy or practice that adversely affects any minority group candidates, including physically disabled or older persons. If disparities occur, the University will initiate a goal to remove such impact.

The relevant adverse impact tests, conducted by the University, were in accordance with the regulations and, where appropriate, program goals have been established. The University is cognizant that all aspects of the employment process must be continually scrutinized to determine if there is adverse impact and corrective measures taken, as needed.

It should be noted that there was no hiring activity in the technical paraprofessional, protective services and custodian categories.

The University addressed below the results of all adverse impact tests.

ADVERSE IMPACT TEST NO. 1

RECRUITMENT

This test compares the qualified applicant pool for each race/sex group to the availability of that group in the employment labor market. The results of this test could suggest adverse impact in the following occupational categories.

Executive/Administrative	WF, BF, HM, HF, OF
Professor	WM, BM, HF, OF
Associate Professor	WM, WF, BF, OF
Assistant Professor	WF, BF, HF
Coaching	WF, BF, HF, OM, OF
Professional/Non-Faculty	HM, HF
Administrative Assistant	WM, BM, HM, OM, OF
Secretary 2	WM, BM, HM, OM, OF
Clerical, All Titles	BF, HM, HF, OF
Protective Services	OM, OF
Custodian	WF, BF, HM, HF, OM
Service Maintenance excluding custodians	WM

Accessions include hiring as well as promotions and the adverse impact tests recognize both hiring and promotion activity as hiring activity.

There were no ascensions in the technical paraprofessional and skilled craft categories.

The University has implemented a procedure in which applicants are required to submit a demographic cover page to receive a unique applicant identifier number. Applicants still may elect not to provide their race/gender information. However, the fact that this is an active instead of passive choice has already increased the percentage of candidates electing to report. Ninety-two (95%) percent of all candidates this reporting year elected to identify their race and gender. While less than one in ten of

the candidates elect not to disclose either their race/ethnicity or gender, this is a significant improvement from last year when one in four did not disclose.

The University continues to take a critical look at recruitment to determine how the process can be improved. As part of its hiring procedure, the university continues to evaluate its recruitment efforts in order to attract more persons from underrepresented groups as applicants when filling vacant positions. For the Executive/Administrative, Faculty, and Professional/Non-Faculty occupational categories, searches are conducted when vacancies in these categories exist. The search committees are comprised of persons in the discipline and/or with some expertise pertaining to the discipline and must include a minority and a woman member. For the Professional Non-Faculty category, the search committee must contain a member representing the SUOAF-AFSCME union. Each search committee must develop a search plan that is individualized to the position sought and the committee is required to pursue diverse recruitment resources that target underrepresented groups, such as minority publications and websites, minority caucuses in professional organizations, networking with colleagues in other institutions, as well as distributing position announcements and recruiting at professional conferences. This plan must be approved by the CDO. The University has also developed a comprehensive employment process manual, including all policies and procedures involved in the employment process. The manual has been distributed to all academic and administrative departments involved in the employment process and it is permanently posted on the Human Resources department website.

[http://www.ccsu.edu/uploaded/departments/AdministrativeDepartments/HumanResources/forms/Hiring_& Search Manual 08-14-10.pdf](http://www.ccsu.edu/uploaded/departments/AdministrativeDepartments/HumanResources/forms/Hiring_&_Search_Manual_08-14-10.pdf)). In addition, the University will continue to monitor job announcements published as part of the search process to insure that the qualification requirements are strictly relevant to job performance and do not impose an artificial barrier to employment of underrepresented group members.

The Office of Diversity and Equity (ODE) will continue to focus its recruitment activities on those areas where difficulties occurred. The Office will collaborate with the HRO, SUOAF/ AFSCME Minority Recruitment and Mentoring Committee (MRMC), and AAUP Minority Recruitment and Retention Committee (MRRC) to target alternative recruitment sources, develop creative strategies, and explore new avenues in order to facilitate the achievement of the 2014-2015 established goals. In addition, the University will continue to evaluate its comprehensive recruitment initiatives.

ADVERSE IMPACT TEST NO. 2

EXAMINATION VALIDITY

This test measures the passing rate for each race/sex group passing the examination compared to the rate for the same group taking the examination. There were no results for this test in any occupational category.

If the need arises, the University shall request the Department of Administrative Services (DAS) to professionally review examinations, which adversely impact the above occupational categories and assess their validity or devise new examinations. If such examination is found to be invalid, the University shall adopt a program goal to discontinue use of the examination, and to request DAS to discontinue any employment list based in whole or in part upon the results of such test and construct a new valid examination. In addition, the job specifications will continue to be reviewed for position classifications to assure they accurately reflect the responsibilities of the position.

ADVERSE IMPACT TEST NO. 3

INTERVIEWS FROM CERTIFICATION LIST

This test measures the interview rate for each race/sex group compared to the rate for the same group on the employment or reemployment list. There were no results for this test in any occupational category since there were no hires from the employment or re-employment list this period.

If the need arises, the University will detail the efforts made or will make to reach underutilized class groups on employment or reemployment lists. Also, the University will detail the efforts it has made to make future hires from those protected class groups appearing on the list.

ADVERSE IMPACT TEST NO. 4

INTERVIEW PROCESS

This test measures the hire rate for each race/sex group compared to the interview rate for the same group. The results of this test could suggest adverse impact in the following occupational categories.

Executive/Administrative	WM, BM, OM
Associate Professor	WM, BM, OM
Assistant Professor	WM, WF, BM, BF, HM, OM, OF
Coaching	WM, WF, BM, HM, HF
Professional/Non-Faculty	WM, WF, BM, BF, HM, OM, OF
Administrative Assistant	WF, HF
Secretary 2	WF, BF
Clerical, All Titles	WM, WF, BM
Protective Services	WM, BM, BF, HF
Custodian	WM, BM, BF
Service Maintenance excluding custodians	WF, BM, BF, OM

In **Section XVIII, Goals Analysis**, the University has provided a detailed explanation for its selection of each person hired during this reporting period. The Chief Diversity Officer (CDO) advised each search committee and hiring manager how to structure the interview process to ensure that all applicants received fair and equitable treatment during the interview process. Search committees and hiring managers were made aware of permissible and non-permissible questions as well as questions related to the job duties that could be asked during the interview. The University will continuously evaluate the interview process to ensure its integrity.

It should be noted that the results of this test could be skewed by the hiring of one or two in a particular sex or race group (sometimes a goal candidate which can skew results).

ADVERSE IMPACT TEST NO. 5

HIRING PROCESS

This test measures the hire rate for each race/sex group compared to the rate for the same group in the applicant pool. This test could suggest adverse impact in the following occupational categories.

Executive/Administrative	WM, BM, OM
--------------------------	------------

Associate Professor	WM, BM, HM, OM
Assistant Professor	WM, WF, BM, BF, HM, OM, OF
Coaching	WM, WF, BM, HM, HF, OM
Professional/Non-Faculty	WM, WF, BM, BF, HM, OM, OF
Administrative Assistant	WF, HF
Secretary 2	WF, BF
Clerical, All Titles	WM, WF, BM
Protective Services	WM, BM, BF, HF
Custodian	WM, WF, BM, BF, HF, OM, OF
Service Maintenance excluding custodians	WM, WF, BM, BF, HF, OM OF

The University will continue to examine its hiring process to determine if there are any mitigating factors, which would contribute to any imbalance in the hiring process and scrutinize said process to determine if any factors impede the full and fair participation of underrepresented group members. Remedial measures will be devised and implemented whenever appropriate and necessary. The CDO meets with all search committees, hiring managers, and the Human Resources Office (HRO) staff to substantiate that the interview process is conducted in a non-discriminatory manner as well as to ensure that the integrity of the interview process is maintained and that all applicants are treated with fairness and equity throughout the employment process.

The ODE in conjunction with the HRO has developed a comprehensive employment process manual, including all policies and procedures involved in the employment process. The manual has been distributed to all academic and administrative departments involved in the employment process and is maintained and periodically updated in the Human Resources website.

ADVERSE IMPACT TEST NO. 6

TERMINATION

This test measures the reduction in force rate for each race/sex group compared to the rate for the group least affected by the personnel action. The results of this test could suggest that the following occupational categories are adversely impacted.

Executive Administrative	WF
Associate Professor	BF, HM, OM
Assistant Professor	WF, BM, BF, HF
Coaching	WM, BM
Secretary 2	BF, HF
Custodians	HM
Service Maintenance excluding custodians	BM, HM, OM

The ODE and the HRO continued to monitor any apparent disparities indicated by the reduction rate of any race/sex group. After analyzing the results of these tests, the University found that no reductions in the workforce were due to any discriminatory practices. All reductions in each occupational category are detailed in the **Section XII, Employment Analysis - Employment Process Analysis**. The HRO

analyzed reductions in the workforce through the exit interview process to determine if there were problems or issues that contributed to employee's decisions to end their employment with the University. There was no indication of any problem areas. The University will continue to audit the reductions in the workforce to ensure that discrimination is not a factor in the reasons for leaving the institution.

The results of the exit interviews for the current reporting period are included in **Section XII, Employment Analysis-Employment Process**, confirming that no reductions in the workforce were due to any discriminatory practice and that discrimination was not a factor in the reasons for leaving the institution.

Pursuant to Section 46a-68-44, the University shall consider the feasibility of implementing one or more of the measures set out in section **(c) (1-18)** of the Regulations to combat disparities in the workforce. Those measures that have been considered and/or implemented include:

1. The University has recognized the need to continually evaluate the recruitment program as addressed in the results of adverse impact test no. 1 and has established recruitment and training programs pursuant to C.G.S. Section 5-200(a).
2. The University utilizes Temporary Service in a Higher Class (TSHC) as a mechanism to compensate employees who perform duties at a level above their current job responsibilities for a temporary period of time. During the reporting period, several employees served in TSHC positions.
3. The University has made open competitive appointments rather than promotional appointments, where promotional appointments from the internal labor market would perpetuate underutilization, pursuant to C.G.S. Section 5-228.
4. The University continues to make appointments pursuant to C.G.S. Section 5-234 (a) and Section 5-234 (b).
5. The University utilized temporary appointments for unclassified positions in an affirmative manner, within the parameters of the AAUP and the SUOAF/AFSCME collective bargaining agreements.
6. Employees are strongly encouraged to participate in training programs. The University offers training opportunities to all employees, including tuition reimbursement or tuition waivers, so that employees' credentials can be enhanced. In addition, upward mobility training has been provided, in accordance with C.G.S. Sections 4-61u and 4-61w.
7. The University utilizes alternate work schedules for certain occupational categories, in accordance with collective bargaining agreements.
8. The University does provide a Day Care Program, which is available for employees.
9. The University has not had the need to review and alter job specifications where they have adverse impact on protected classes.

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

PROGRAM GOALS

The University did not identify any employment policy or practice that adversely affects any minority group candidates, including physically disabled or older persons in Adverse Impact tests 1 – 6. The University will, however, continue to take a critical look at its employment processes and if disparities occur, the University will initiate a goal to remove such impact and improve the processes.

As Program Goals for the plan year 2014-2015, in order to foster a campus climate of tolerance and diversity, to ensure equal rights for all the various groups that make up the University community and to educate our students toward appreciation for diversity, the University will:

1. Search Process

- Revise hiring manual as needed
- Continue to identify new advertising sources to maximize the applicant pool and lower the cost of advertising
- Continue to provide training to all unclassified search committees on search process, affirmative action and equal opportunity principles to ensure a thorough and complete process;
- Assist search committees with the creation of their screening such as qualification rubric, interview and reference questions

Completion Date: February 2015

Responsible Person: Chief Diversity Officer; Hiring Authorities and Chief Human Resources Officer

2. Training

- Given the new state and federal requirements related to sexual misconduct, sexual assault and intimate partner violence, CCSU will develop and implement training activities for all university employees and students to meet said requirements
- Continue to provide online sexual harassment training to all university employees including student workers
- Provide training on religious accommodations
- Provide training to faculty on student accommodations issues
- Develop a diversity and sexual harassment training data base

Completion Date: February 2015

Responsible Person: Chief Diversity Officer; Chief Human Resources Officer; Provost; Women's Center Coordinator; Vice President of Student Affairs

3. Policy Development

- Update complaint procedure to conform with new state and federal regulations
- Notify employees of the changes to the existing policies and the development of new policies

Completion Date: February 2015

Responsible Person: Chief Diversity Officer; Vice President of Student Affairs; Chief Human Resources Officer and Sexual Assault Resource Team

4. Ensure Equal Access

- Increase the number of vending machines that meet or exceed ADA standards
- Develop plan to improve the accessibility to Willard Hall
- To ensure equal opportunity, we will be setting an affirmative action program goal related to recruitment and selection of coaching positions. Going forward, all coaching positions (full-time, part-time, contractual and special appointments) will be filled through the normal CCSU competitive search processes. Recognizing the immediacy of filling these positions, we can shorten the length of time these positions are advertised. For all coaching positions, we will have a search charge meeting and will require that all AAP forms related to searches as described by the hiring manual be submitted with respective approvals. This programmatic goal was well received by the CHRO reviewer and will eliminate potential barriers in the employment process.

Completion Date: February 2015

Responsible Person: Chief Diversity Officer; Assistant Dean of Students; Vice President of Student Affairs; Chief Administrative Officer; and, Athletic Director

UPWARD MOBILITY

Section 46a-68-45

NEED FOR UPWARD MOBILITY

Essential aspects of sound management practice and the realization of affirmative action goals include the greater use of employees' skills and abilities and the development of employees for higher-level work. Affirmative action programs concentrate on assuring equal opportunity in the recruitment and hiring of new employees, but an upward mobility program that maximizes the skills and realizes the potential of all employees must supplement these efforts.

Many of these employees are in lower classifications that have traditionally been held by women and minority group members. An analysis of staffing patterns in many state agencies shows a preponderance of underrepresented group members in low skilled and low paid jobs. Various barriers have denied them an equal opportunity for career advancement. The University must assist these employees in their effort to successfully compete for higher-level work. The implementation of an effective upward mobility program can achieve this objective.

WHAT IS AN UPWARD MOBILITY PROGRAM?

An upward mobility program is a systematic management effort to focus personnel policy and action on the development and implementation of specific career opportunities for employees who exhibit the desire, potential, and ability to perform higher-level work and is in lower-level or dead-end positions.

The scope of upward mobility programs will vary with the size of the department or agency and the complexity of its personnel system. A formal comprehensive program should, however, involve a number of managers and agency personnel and almost all aspects of the employment system – placement, training, counseling, job evaluation and promotion. Four areas which must be considered in all programs include: (1) examining and revising staffing patterns to eliminate dead-end jobs and identify bridging jobs for the promotional opportunity by establishing career ladders to include the appropriate classification of all positions within and throughout the series; (2) working with upward mobility candidates in aptitude and interest testing, career planning and counseling, as well as to provide the necessary kinds of training activities to facilitate upward mobility; (3) providing training and support for agency supervisors to stress their role in career counseling and other staff development areas; and (4) reviewing and revising job descriptions and classifications to reflect work performed.

Ultimately, each agency and department will need to examine its own workforce and its own work structure in order to tailor efforts to meet its particular needs and resources.

COMPONENTS OF AN UPWARD MOBILITY PROGRAM

An upward mobility program will provide: (1) opportunities for career development and prepare employees for higher level work; (2) for advancement both within and across occupational lines; and (3) methods by which lower classified employees may gain entry to higher level career ladders. In order to realize these goals, there must be a firm commitment on the part of management to provide opportunity for lower level employees from within the agency or department. Those populations targeted for upward mobility include:

- employees in entry-level classifications
- clerical, maintenance, technical/paraprofessional, skilled crafts, protective services employees
- professional/non-faculty and faculty who desire to increase their knowledge in professional-related topics involving in-service training or on-site seminars

This list may need to be narrowed down or prioritized in the implementation plans of each employee category. The University shall make every effort to ensure that the composition of upward mobility participants is consistent with affirmative action principles.

UPWARD MOBILITY PROGRAM STRATEGIES

Career Counseling

Career development plans for employees who have the interest and motivation for advancement are important upward mobility tools. Career development plans are: (1) tailored to the needs, individual capabilities, and motivation of employees so that they will have the opportunity to reach their highest level of performance; and (2) related to the present and future needs of the agency. Counseling and guidance is available to employees in order to encourage and assist them in planning and achieving training, education, and career goals. The University encourages employees to meet with the Human Resources Office and ODE staff to discuss career development.

Career Counseling Participants March 1, 2013 – February 28, 2014

Race	Gender
3 Black	Females
3 White	Females
1 Black	Male
2 Hispanic	Females

Education and Training

Training opportunities are an integral part of the University's Upward Mobility Program. These training opportunities are designed for employees to attain new skills and abilities and to prepare themselves for advancement both within and across occupational category lines. Types of training activities available include:

State of Connecticut In-service Training: The schedule is available to all staff and money has been budgeted to help facilitate attendance at appropriate programs.

University Sponsored Training: A variety of computer and technology in-service training programs are continuously offered at no cost to permit staff to upgrade their skills.

Scholarships: The University established a book scholarship fund for classified employees to help support their efforts to obtain advanced degrees. In addition, a yearly scholarship is available to at least one classified employee who is not eligible for tuition waivers through their collective bargaining agreement.

Tuition Reimbursement: Pursuant to their respective collective bargaining agreements, employees are eligible for tuition reimbursement for college courses taken.

Tuition Waivers: Unclassified and Administrative Clerical employees are eligible for tuition waivers pursuant to their collective bargaining agreements or the management/confidential employee policies.

Conferences and Workshops: Employees are provided with the opportunity to attend educational events occurring during normal working hours, usually requiring a travel authorization and normally lasting five days or less. Funds may be available under a union contract.

Educational Leave: Employees can take time off with or without salary during normal working hours to attend courses or educational events usually lasting more than five days.

NOTE: The University has provided a complete analysis of training which occurred during this reporting period in **Section XII, Employment Analysis.**

Career Ladders

The identification of career ladders is one of the most important steps in the development of an Upward Mobility Program. The identification of such positions provides true career opportunities. The Job Title Study in **Section VII, Organizational Analysis**, lists all job titles at the University and depicts the order of jobs through which an employee may advance. Human Resources officers can also provide information on career ladders.

Promotion by Reclassification

Promotions to the next level within a career series can be made by reclassification of the position in accordance with Connecticut General Statutes, Section 5-227a.

UPWARD MOBILITY PROMOTIONAL GOALS

It is difficult for the University to establish upward mobility promotional goals for unclassified occupational categories, particularly professional non-faculty. Promotions in the executive/administrative category occur as a result of promotions into the category, and faculty promotions take place between categories. In the professional non-faculty occupational category, there is little opportunity for upward mobility within the category as a result of the limited use of the Trainee/Administrative Rank I job classification and lack of hiring at entry-level positions. When hiring occurs in this category, individuals are hired into the position where the vacancy exists or promoted to the vacancy as a result of an internal search, in accordance with the bargaining unit agreement. Upward mobility promotions occur in the professional/non-faculty occupational category when individuals are promoted into the category from sub-professional positions.

- **In the Professional Non-Faculty Category: one (1) White female was promoted from Administrative Assistant (EEO 4 Clerical) to SU Assistant in Administration 2 (EEO 3 Professional).**

The following programs support the University's Upward Mobility Program:

In the classified service, the University does make efforts beyond the collective bargaining agreements' terms to support individuals for movement from one job classification to a higher one. The Chief Diversity Officer and Chief Human Resources Officer will work with respective supervisors to mentor classified employees in obtaining experience in additional responsibilities in accordance with collective bargaining agreements, as well as gaining training in and experience with higher-level skills, including supervisory skills, which will prepare them for positions in other occupational categories, such as Technical/Paraprofessional and Professional/Non-Faculty. In addition, the University will encourage employees to take courses toward a degree and provide flex-time when the course is scheduled during the employee's work hours. A scholarship is available for classified employees who are not entitled to tuition waivers for course work.

As part of the University's Upward Mobility Program, the Office of Diversity & Equity and the Human Resources Office will continue conducting individual career counseling sessions. These sessions are

designed to provide employees with information related to availability of career opportunities, as well as how to apply for posted vacancies within the University. Further, employees are directed to the Department of Administrative Services (DAS) website for information regarding applying for and taking state certification examinations in higher level job classifications in order to advance through a targeted career ladder. The Office of Diversity & Equity will continue to maintain bulletin boards adjacent to its office, where notices of current vacancies in all occupational categories are posted, including postings from CCSU and other Connecticut State University institutions.

Employee Appreciation Week

For the past seven years during the last week in April, the Human Resources Department has sponsored "Employee Appreciation Week." Free workshops for all employees are offered, as well as a Recognition Ceremony for long term CCSU employees and retirees, a Fun Run, and campus wide picnic. Workshops are developed and/or selected in order to provide employees with a wide variety of timely, interesting, and useful topics. In April 2013, more than 250 employees attended workshops. -

Administrative Clerical Tuition Waiver Program

The Connecticut State University System (CSU) has an agreement with AFSCME Council 4 to provide a tuition waiver program to clerical employees, effective through June 30, 2013. Members of the Administrative Clerical bargaining unit, who are permanent and work at least 20 hours weekly, may take up to two courses per semester at any of the four state universities, tuition free. During the spring 2014 semester, eight CCSU employees benefitted from this program: three White females, three Black females, one Hispanic female, and one Hispanic male. The prior agreement expired on June 30, 2013, thus there were no waivers authorized for the Fall 2013 semester.

GRIEVANCE PROCEDURE

Section 46a-68-46

Employee Grievance Procedures

Central Connecticut State University has an established system to process and resolve employee allegations of discrimination consistent with Chapters 67 and 68 of the Connecticut General Statutes. The system provides for the expeditious resolution of grievances to assure that legal options for filing complaints are not foreclosed.

The Grievance Procedure includes:

- Periodic training in counseling and grievance investigation for agency counselors;
- Confidential counseling and procedures for informal resolution at the institution level by the Chief Diversity Officer;
- Notice to employees that the grievance procedure is available;
- A guarantee of no retaliation for the exercise of rights granted pursuant to Connecticut General Statutes;
- Advisement of legal options to file complaints with the Connecticut Commission on Human Rights and Opportunities; United States Equal Employment Opportunity Commission; United States Department of Education Office of Civil Rights; United States Department of Labor, Wage and Hour Division; and any other agencies, state, federal or local, that enforce laws concerning discrimination in employment or public services.
- Time frames not exceeding ninety (90) days for filing, processing and resolution of such matters.

All records of internal discrimination grievances and dispositions thereof are maintained and reviewed on a regular basis by the Office of Diversity and Equity to detect any patterns in the nature of the grievances. Records so retained shall be confidential except where disclosure is required by law.

The Plan contains a summary of the employee grievances alleged, the results thereof, and the length of time required to resolve the grievance. Where informal allegations have resulted in complaints to enforcement agencies, the Plan provides information on the number of such complaints, investigating agency, whether such matter is currently pending or the outcome thereof.

All records relevant to grievances filed under this section are maintained by the agency for examination by the Commission on Human Rights and Opportunities.

The Office of Diversity and Equity has developed a website that provides all relevant policies, procedures and contacts to all members of the University community and community at large.

INTERNAL PROGRAM EVALUATION

Section 46a-68-47

In accordance with Section 46a-68-47, the University has developed an internal program evaluation procedure to monitor progress and anticipate shortcomings in the Affirmative Action Program.

The University has implemented the following procedures in order to monitor progress in the University's Affirmative Action program:

1. Conducted an ongoing review and evaluation of the Affirmative Action Plan.
2. Annually revised the goals and objectives of the Affirmative Action Plan to meet the needs of the University's changing workforce. As short-term goals were met, long-term goals were implemented.
3. Evaluated and monitored the affirmative action performance of all officials assigned affirmative action responsibilities. This includes deans, directors, department heads and others with specific affirmative action responsibilities.
4. Developed a reporting system to monitor the program.
5. Developed enforcement mechanisms.

The University has developed an internal evaluation procedure, which continually monitors the progress and provides for adjustments, if necessary, in the affirmative action plan.

A. This process includes the following:

1. Reports of new hires and promotions by race and gender and goal achievement, including goals yet to be achieved are sent to the President, Vice Presidents, Chief Officers, Deans, Directors, Academic and Administrative Department Chairs, Union Presidents, managers and supervisors.
2. Numerical goals are updated, when necessary to continue to make every good faith effort to reach parity with the relevant labor market areas.
3. The President and the Executive Committee are informed by the Office of Diversity and Equity on a regular basis regarding all matters related to the Affirmative Action Program.
4. All officials, including deans, directors, and academic/administrative department chairs, assigned affirmative action responsibilities are monitored and evaluated regarding their affirmative action performance.
5. The implementation of the Affirmative Action Plan is regularly evaluated for effectiveness by the Chief Diversity Officer.
6. An enforcement mechanism is established.

B. The internal evaluation procedure includes the following:

1. The Chief Diversity Officer:
 - a. Approves advertisements for all searches to ensure that no discriminatory language is included and that the University is recognized as an affirmative action/equal employment opportunity employer.
 - b. Approves an Affirmative Action search plan that includes proactive measures to attract and recruit target candidates.

- c. Approves search committee members for all unclassified position searches.
 - d. Holds one or more meetings with each search committee to discuss affirmative action goals, recruitment strategies, nondiscriminatory interviewing, and search procedures.
 - e. Approves the list of candidates to be interviewed in all unclassified and classified searches.
 - f. Approves all search files acknowledging that the search committee has followed appropriate affirmative action procedures.
 - g. Ensures all University external publications to ensure the compliance policy is printed.
 - h. Ensures that the affirmative action response data submitted by female and minority applicants for each search are recorded by name, race, and gender in a database in the Office of Diversity and Equity.
 - i. Determines whether searches should be extended or closed when the applicant pool is insufficient or the search committee does not demonstrate a good faith effort in the recruitment of a diverse pool of applicants.
- 2. The Human Resources Office provides a bi-weekly report to the Office of Diversity and Equity on all personnel transactions.
 - 3. An analysis of goal accomplishment is conducted for each hiring transaction.
 - 4. Search Committee chairs and hiring managers are required to justify all hiring recommendations and when the recommendation does not meet a goal, the Search chair and hiring manager must specifically outline the experience and/or special skills of the recommended candidate as compared to the goal candidate.
 - 5. All management/confidential employees' performance of affirmative action responsibilities is evaluated in said employees' annual performance evaluation.
 - 6. For the 2013-2014 reporting period, an Affirmative Action Program Evaluation questionnaire was distributed to the President, Vice Presidents, Chief Officers, University Ombudsman, Deans, and Directors at the end of the reporting period. A compilation of the results and written comments of the President and the Chief Diversity Officer are included in the **Supportive Materials**.

C. Results of the Internal Program Evaluation

The Affirmative Action Program was evaluated by using four different criteria:

- 1. Success of good faith effort in the process of recruiting, hiring, and promoting;
- 2. Evaluation of failure to meet goals, when the opportunity presented itself;
- 3. Training opportunities, which were afforded the staff to improve and enhance their skills through staff development programs, state in-service training, tuition reimbursement, seminars, and conferences;
- 4. Assessment of executive, administrative, and academic managers' knowledge of their role and responsibility in the implementation of the Affirmative Action Program, based on their responses to the Affirmative Action Program Evaluation.

For this reporting period the University established seventy (75)—sixty-eight (68) short-term and seven (7) long-term hiring goals and experienced seventy five (75) hires including one (1) status change from part-time to full-time.

Hiring occurred in the occupational categories of Executive/Administrative, Faculty (Associate Professor, and Assistant Professor), Coaching, Professional Non-Faculty, Administrative Assistant, Secretary 2, and Clerical all titles, Protective Services, Custodian, Service Maintenance All titles (excluding custodians).

Since goal achievement cannot take place in categories where hiring did not occur, ten (10) goals attributable to the categories of Professor (two goals), Technical Paraprofessional (four goals) and Skilled Craft (four goals) could not be achieved. Therefore, only sixty-five (65) of the seventy five (75) established goals were identified as achievable goals. Of the seventy-five (75) hires that occurred during this reporting period, twenty (20) or twenty-seven (27%) percent of all hires, met established reachable hiring goals. Additionally, the change in the Human Resource Administrator from part-time to full-time increased the hiring goals to twenty-one (21) hires or twenty-eight (28%) percent.

Additionally, in its commitment to diversity the University hired twenty-eight (28) members of underrepresented groups that did not meet established goals:

- Three (3) diverse hires in the **Associate Professor** category: One (1) White female, One (1) Hispanic male, One (1) Other male
- Eleven (11) diverse hires in the **Assistant Professor** category: Five (5) White females; One (1) Black male; Three (3) Hispanic females and Two (2) Other males
- Three (3) diverse hires in the **Coaching** category: Three (3) White females
- Eight (8) diverse hires in the **Professional/Non-faculty** category: Four (4) White males; One (1) Black male; Three (3) Hispanic females:
- One (1) diverse hire in the **Administrative Assistant** category: One (1) White female;
- One (1) diverse hire in the **Secretary 2** category: One (1) Hispanic female
- One (1) diverse hire in the **Protective Service** category: One (1) Hispanic male

In all, forty-nine (49) out of the seventy (75) hires (including Human Resources Administrator), or sixty-five (65%), were either goal candidates or candidates from historically underrepresented groups including women.

For this reporting period the university established twenty-nine (29) promotional goals and the university achieved nine (9) or the following goals:

- In the **Executive/Administrative** category, the university met one (1) of one (1) promotional goal: One (1) White female.
- In the **Professor** category, the university met four (4) of nineteen (19) promotional goals: Three (3) White females and One (1) Other males.
- In the **Associate Professor** category, the university met four (4) of six (6) promotional goals: One (1) Black male; One (1) Black female and Two (2) Hispanic females.

Of the thirty-one (31) promotions that occurred for this reporting period, nine (9) or twenty-nine (29%) percent met established reachable promotional goals.

For a full explanation, see Section 46a-68-48, Goals Analysis.

1. In the **Section 46a-68-48, Goals Analysis**, the University evaluated its failure to meet goals, when the opportunity presented itself. The University fully examined and addressed each goal and discussed the action taken in a detailed, searching and complete manner. Upon examination, failure to meet goals resulted from goal candidates lacking requisite backgrounds, number of years of experience and/or specific skills and abilities deemed necessary for the performance of the job duties as compared to the non-goal candidate. The evaluation determined that the effectiveness of the Affirmative Action Program was maintained despite the failure to meet goals when the opportunity presented itself.
2. The University assessed the training opportunities afforded staff, as outlined in **Section 46a-68-42, Employment Process**. It was clear that staff availed themselves of a wide variety of training opportunities to meet their individual needs whether it was information technology courses to improve computer skills, in-service training for staff development, tuition reimbursement and tuition waivers for academic course work toward a degree, Human Resources workshops, such as supervision, evaluating employees, Family Medical Leave Act (FMLA), and Americans with Disability Act (ADA) or seminars and conferences to keep abreast of current trends in their disciplines. The numbers of staff participating in these training opportunities demonstrate the effectiveness of the Affirmative Action Program.
3. The Affirmative Action Program Evaluation assessed how knowledgeable the President, Vice Presidents, Chief Officers, University Ombudsman, Deans, Directors, Academic and Administrative Department Chairs, and managers were regarding the Affirmative Action Program and their responsibility to assist in making it successful. The results, included below, clearly indicate that all the above named are cognizant of their responsibility for the effectiveness of the Affirmative Action Program.

**AFFIRMATIVE ACTION PROGRAM EVALUATION
FOR MARCH 1, 2013 - FEBRUARY 28, 2014**

NAME: _____

President, Vice Presidents, Ombudsman, Chief Officers, Deans, and Directors

DIRECTIONS: Please read each statement carefully before responding. Your answers are requested in order to evaluate the Affirmative Action Program for this reporting period in accordance with Section 46a-68-47 "Internal Program Evaluation" of the Regulations of Connecticut State Agencies.

Please return completed questionnaire May 30, 2014 to: Rosa Rodriguez, Chief Diversity Officer via email: Rosa.rodriguez@ccsu.edu.

	YES	NO
1. I am familiar with the agency's affirmative action hiring, promotional and program goals and objectives.	15	
2. I am aware of my responsibility to assist in reaching the affirmative action goals of the agency when an opportunity to hire and promote occurs.	15	
3. I am aware of the Central Connecticut State University policy pertaining to Sexual Harassment and my responsibility to assure its implementation.	15	
4. Affirmative action/equal opportunity policies, goals and objectives of the Affirmative Action Plan are distributed to all employees once a year through electronic mail and a hard copy to those employees who do not have access to electronic mail.	14 One left blank.	
5. I am aware of the grievance procedure relating to complaints of alleged discrimination.	15	
6. I am aware of whom to contact for assistance with affirmative action concerns and issues.	15	

NOTE: Written comments regarding the plan are required under subsection (a) of Section 46a-68-47 from the appointing authority and the affirmative action officer. Deans, Directors, Academic and Administrative Department Chairs are encouraged to provide written comments.

No written comments were submitted.



June 2014.

As President, I support Central Connecticut State University's Affirmative Action Program and continue to implement actions designed to emphasize issues of equity, equal employment opportunity, affirmative action and diversity. I believe that these actions will add to the effective oversight, monitoring and evaluation of the Affirmative Action Program.

I believe that leadership from the upper management officials is essential to broad commitment to the affirmative action programs. Responsibility for a successful Affirmative Action Program, however, lies with the entire CCSU community, as the University pursues avenues to build a diverse and representative community, promote affirmative action, and ensure equal employment opportunity for all.

Achievement of the goals as delineated in the Affirmative Action Plan is an important priority of our Affirmative Action Program. Opportunities are provided to employees regarding the affirmative action plan and programs. Those individuals are charged with the responsibility of adherence to the commitment and to the disseminating of this information to those who are involved in the hiring and promotion process.

Higher education, particularly public higher education, is a keystone to democracy. I believe that our activities reflect the investment of the Office of the President in ensuring adherence to the lawful requirements, and embracing the spirit of affirmative action. Consequently, I am committed to giving our Affirmative Action Plan life beyond the printed page and incorporating affirmative action into the fabric of the CCSU community.

Sincerely,

A handwritten signature in cursive script that reads "Jack Miller".

Jack Miller
President

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Input from Office of Diversity and Equity Staff

Chief Diversity Officer

The Office of Diversity and Equity's commitment to the University's Affirmative Action/ Equal Employment Opportunity Policy and the implementation of its Affirmative Action Program is demonstrated by the guidance it provides to the entire campus community, the assessment of its role as part of that community, and the performance of its affirmative action responsibilities. The Office was vigilant in its responsibility to create an awareness and knowledge of the Affirmative Action Program through communication and participation in all aspects of the campus community as well as support of numerous culturally diverse campus organizations by the development of partnerships with these organizations to co-sponsor events, and to serve as a member on various campus committees as well as attend programs designed to highlight diversity on campus. Further, the Affirmative action Program's advocacy role continues to be strengthened by the Ruth Boyea Women's Center, which added a greater dimension and effectiveness to the program.

The Office of Diversity and Equity action will vigorously strive to strengthen its program giving rise to a dynamic Affirmative Action Program, which embodies both the letter and the spirit of the University's policy "to advance social justice and equity by exercising affirmative action to remove all discriminatory barriers to equal employment opportunity and upward mobility."

Associate to the Chief Diversity Officer

The Office of Diversity and Equity ensures all individuals fairness and equity during the employment process. In addition to providing oversight to the administrative and faculty searches, the office is also responsible for reviewing classified searches as well. The Office of Diversity and Equity also works to ensure all members of the campus community have the opportunity to learn and work in an environment that is free from discrimination.

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AFFIRMATIVE ACTION PROGRAM EVALUATION

FOR MARCH 1, 2013 - FEBRUARY 28, 2014

NAME: _____

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**CENTRAL CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN (2014)
EXECUTIVE SUMMARY**

ANALYSIS OF GOALS FOR 2013-2014

HIRING AND PROMOTIONAL GOALS

The establishment of hiring and promotion goals was based on the Utilization Analysis of the workforce.

For this reporting period the University established seventy (75)—sixty-eight (68) short-term and seven (7) long-term hiring goals and experienced seventy five (75) hires including one (1) status change from part-time to full-time.

Hiring occurred in the occupational categories of Executive/Administrative, Faculty (Associate Professor, and Assistant Professor), Coaching, Professional Non-Faculty, Administrative Assistant, Secretary 2, and Clerical all titles, Protective Services, Custodian, Service Maintenance All titles (excluding custodians).

Since goal achievement cannot take place in categories where hiring did not occur, ten (10) goals attributable to the categories of Professor (two goals), Technical Paraprofessional (four goals) and Skilled Craft (four goals) could not be achieved. Therefore, only sixty-five (65) of the seventy five (75) established goals were identified as achievable goals. Of the seventy-five (75) hires that occurred during this reporting period, twenty (20) or twenty-seven (27%) percent of all hires, met established reachable hiring goals. Additionally, the change in the Human Resource Administrator from part-time to full-time increased the hiring goals to twenty-one (21) hires or twenty-eight (28%) percent.

Additionally, in its commitment to diversity the University hired twenty-eight (28) members of underrepresented groups that did not meet established goals:

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In all, forty-nine (49) out of the seventy (75) hires (including Human Resources Administrator), or sixty-five (65%), were either goal candidates or candidates from historically underrepresented groups including women.

For this reporting period the university established twenty-nine (29) promotional goals and the university achieved nine (9) or the following goals:

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- In the **Associate Professor** category, the university met four (4) of six (6) promotional goals: One (1) Black male; One (1) Black female and Two (2) Hispanic females.

Of the thirty-one (31) promotions that occurred for this reporting period, nine (9) or twenty-nine (29%) percent met established reachable promotional goals.

For a full explanation, see Section 46a-68-48, Goals Analysis.

CONTRACT COMPLIANCE/SMALL BUSINESS SET-ASIDE ACTIVITIES

The chief diversity officer worked with the chief finance and chief administrative officers to ensure compliance with the Connecticut General Statute Section 46a-60, Contract Compliance.

In compliance with Section 46a-68-35, the University has consistently put itself on public record as being an affirmative action/equal opportunity employer.

Central Connecticut State University submitted its Small and Minority Business Set-Aside goals for fiscal year 2013-2014 to Department of Administrative Services (DAS) Business CONNECTIONS and the Commission on Human Rights and Opportunities (CHRO) in July 2013. The University received a notice October 13, 2013 which outlined its requests, the approved DAS goals, and an explanation of the course of action taken to establish the goals approved by DAS.

The University's Small Business Enterprise (SBE) and Minority Business Enterprise (MBE) goals for fiscal year 2013-2014 were \$1,025,432 and \$256,358 respectively. At the close of the third quarter of the fiscal year, the SBE expenditures totaled \$6,519,521.37 (approximately 635.78% of the established SBE set aside goal) and the MBE expenditures totaled \$1,576,657.81 (approximately 615.02% of the established MBE set aside goal) both of which exceed the goals set for the fiscal year 2013-2014.

During this reporting period, the purchasing manager continued to implement proactive measures designed to encourage SBE expenditures. These measures included reviewing the list of vendors to ensure that small businesses were properly identified as set-asides and letters were sent to companies making them aware of the set-aside program as well as encouraging them to become certified through the DAS Business CONNECTIONS. In addition, internal purchase-card (P-Card) users were encouraged to use small businesses when making purchases. Those purchases to small businesses were manually extracted from the University's P-Card expenditures.

All bidders, contractors, subcontractors and suppliers of goods to the University were notified of the University's policy that it would not do business with anyone who discriminates against protected class members.

The University sent invitation to bid notices to the DAS Business CONNECTIONS, which electronically distributes said bid notices to all minority businesses who are registered with Business CONNECTIONS. During this reporting period, invitations to bid notices were placed in the Hartford Courant, New Britain Herald, and New Haven Register, in addition to DAS Business CONNECTIONS and the CCSU Purchasing websites.

During this reporting period, the Purchasing Department maintained a web page at <http://www.finance.ccsu.edu/Purchasing/>, which listed all of the University's currently available bidding opportunities. In addition, it provided links to the DAS web page, where small vendors can find information regarding state procurement opportunities, assistance for set-aside contractors interested in securing state contracts, a complete description of the Set-Aside Program, and how to become certified. The web page also included the Purchasing Policies and Procedures Manual so that potential bidders could obtain information regarding the processes, procedures, and regulations associated with the acquisition of products and services for the University.

HIRING AND PROMOTIONAL GOALS

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

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

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

An analysis of all hiring and promotional goals is distributed on a monthly basis to the President, the Vice Presidents, Chief Officers, Deans, Directors, Union Presidents and Minority Committee Chairs, managers, and supervisors. In addition, a summary of the hiring and promotional goals for the current reporting period is posted on the Office of Diversity and Equity web page at <http://www.ccsu.edu/AffAction/>.

However, in addition to making every good faith effort to meet the established goals, the University will continue to be committed to a qualified, diverse workforce.

Note: After consultation with the CHRO reviewer on March 6, 2013, the University has removed all coaching titles out of the faculty category and created a separate EEO category (coaching) and a separate analysis was conducted in all numerical sections of the plan.

When new faculty hires have not completed their terminal degrees, they are hired at the instructor level until they obtain the degree required; therefore, after consultation with the CHRO reviewer on March 6, 2013, the instructor category has been consolidated into the Assistant Professor category.

In the 2013 AA Plan review this section was found to be in compliance with the AA Regulations. After consultation and receipt of technical assistance on June 6, 2014, regarding section 46a-68-40, utilization analysis, the category of protective services has been modified solely based on EEO category designation and not numerical analysis. The category of protective services has been taken out of the EEO 7 category and separated into its own category.

Based on the **Section 46a-68-40, Utilization Analysis**, the University has established the following hiring and promotion goals for the period of March 1, 2014 through February 28, 2015.

HIRING GOALS:

EXECUTIVE/ADMINISTRATIVE

Short-Term

2 White Females

2 Black Females

Long-Term

- 1 Other Male
- 1 Other Female

FACULTY

PROFESSOR

- 2 White Females
- 1 Other Male

ASSOCIATE PROFESSOR

- | | |
|--------------------|------------------|
| Short-Term | Long-Term |
| 2 Black Females | |
| 2 Hispanic Females | |
| 1 Other Female | |

ASSISTANT PROFESSOR

- | | |
|-------------------|------------------|
| Short-Term | Long-Term |
| 5 White Females | |
| 1 Black Female | |
| 2 Hispanic Males | |
| 1 Other Female | |

COACHING

- | | |
|-------------------|------------------|
| Short-Term | Long-Term |
| 4 Black Males | |
| 1 Black Female | |
| 1 Hispanic Female | |
| 1 Other Male | |

PROFESSIONAL/NON-FACULTY

- | | |
|-------------------|------------------|
| Short-Term | Long-Term |
| 2 White Males | |
| 3 Black Females | |
| 2 Other Males | |
| 2 Other Females | 2 Other Females |

SECRETARIAL CLERICAL (EXCLUDING ADMINISTRATIVE ASSISTANT and SECRETARY 2)

- | | |
|-------------------|------------------|
| Short-Term | Long-Term |
|-------------------|------------------|

2 White Males
1 Black Female
2 Other Females

2 White Males

SECRETARIAL CLERICAL/ADMINISTRATIVE ASSISTANT

Short-Term

1 Hispanic Female
1 Other Female

Long-Term

SECRETARIAL CLERICAL/SECRETARY 2

Short-Term

1 White Female
1 Black Male
2 Black Females

Long-Term

TECHNICAL/PARAPROFESSIONAL

Short-Term

2 White Females
1 Black Male
1 Black Female
1 Hispanic Female

Long-Term

PROTECTIVE SERVICES

Short-Term

2 White Males
1 White Female
1 Hispanic Female
1 Other Male

Long-Term

2 White Males

SKILLED CRAFTS

Short-Term

1 Black Male
1 Hispanic Male

Long-Term

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)

Short-Term

1 White Female

Long-Term

Short-Term

- 2 Black Males
- 1 Hispanic Male
- 1 Hispanic Female
- 1 Other Male

Long-Term

SERVICE MAINTENANCE/CUSTODIANS

Short-Term

- 1 Black Male
- 2 Black Females
- 1 Hispanic Male
- 1 Other Male

Long-Term

PROMOTION GOALS:

EXECUTIVE/ADMINISTRATIVE

No promotional goals established.

FACULTY

PROFESSOR

- 11 White Females
- 4 Other Males

ASSOCIATE PROFESSOR

- 1 Black Male
- 1 Black Female
- 2 Hispanic Females
- 2 Other Females

ASSISTANT PROFESSOR

No promotional goals established.

Coaching

No promotional goals established.

PROFESSIONAL/NON-FACULTY

No promotional goals established.

SECRETARIAL CLERICAL (EXCLUDING ADMINISTRATIVE ASSISTANT and SECRETARY 2)

No promotional goals established.

SECRETARIAL CLERICAL/ADMINISTRATIVE ASSISTANT

No promotional goals established.

SECRETARIAL CLERICAL/SECRETARY 2

No promotional goals established.

TECHNICAL/PARAPROFESSIONAL

No promotional goals established.

PROTECTIVE SERVICES

No promotional goals established.

SKILLED CRAFTS

No promotional goals established.

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)

1 White Female

SERVICE MAINTENANCE/CUSTODIANS

No promotional goals established.

PROGRAM GOALS

The University did not identify any employment policy or practice that adversely affects any minority group candidates, including physically disabled or older persons in Adverse Impact tests 1 – 6. The University will, however, continue to take a critical look at its employment processes and if disparities occur, the University will initiate a goal to remove such impact and improve the processes.

As Program Goals for the plan year 2014-2015, in order to foster a campus climate of tolerance and diversity, to ensure equal rights for all the various groups that make up the University community and to educate our students toward appreciation for diversity, the University will:

1. Search Process

- Revise hiring manual as needed
- Continue to identify new advertising sources to maximize the applicant pool and lower the cost of advertising
- Continue to provide training to all unclassified search committees on search process, affirmative action and equal opportunity principles to ensure a thorough and complete process;
- Assist search committees with the creation of their screening such as qualification rubric, interview and reference questions

Completion Date: February 2015

Responsible Person: Chief Diversity Officer; Hiring Authorities and Chief Human Resources Officer

2. Training

- Given the new state and federal requirements related to sexual misconduct, sexual assault and intimate partner violence, CCSU will develop and implement training activities for all university employees and students to meet said requirements

- Continue to provide online sexual harassment training to all university employees including student workers
- Provide training on religious accommodations
- Provide training to faculty on student accommodations issues
- Develop a diversity and sexual harassment training data base

Completion Date: February 2015

Responsible Person: Chief Diversity Officer; Chief Human Resources Officer; Provost; Women's Center Coordinator; Vice President of Student Affairs

3. Policy Development

- Update complaint procedure to conform with new state and federal regulations
- Notify employees of the changes to the existing policies and the development of new policies

Completion Date: February 2015

Responsible Person: Chief Diversity Officer; Vice President of Student Affairs; Chief Human Resources Officer and Sexual Assault Resource Team

4. Ensure Equal Access

- Increase the number of vending machines that meet or exceed ADA standards
- Develop plan to improve the accessibility to Willard Hall
- To ensure equal opportunity, we will be setting an affirmative action program goal related to recruitment and selection of coaching positions. Going forward, all coaching positions (full-time, part-time, contractual and special appointments) will be filled through the normal CCSU competitive search processes. Recognizing the immediacy of filling these positions, we can shorten the length of time these positions are advertised. For all coaching positions, we will have a search charge meeting and will require that all AAP forms related to searches as described by the hiring manual be submitted with respective approvals. This programmatic goal was well received by the CHRO reviewer and will eliminate potential barriers in the employment process.

Completion Date: February 2015

Responsible Person: Chief Diversity Officer; Assistant Dean of Students; Vice President of Student Affairs; Chief Administrative Officer; and, Athletic Director

GOALS ANALYSIS

March 1, 2013 through February 28, 2014

All activity that was undertaken to achieve the hiring, promotion, upward mobility, and program goals, contained in the previous plan, is reported in this section of the Affirmative Action Plan (AAP). Each goal is addressed separately, and the discussion of any action taken in furtherance thereof is detailed and complete.

The University utilizes a search process to fill all positions in the executive/administrative, faculty, and professional/non-faculty occupational categories. The search process comprises a significant part of the University's affirmative action efforts. The University employs the search process as a tool to help ensure that positions are filled in a non-discriminatory fashion and as a means of developing a representative pool of applicants and ultimately, a workforce, which is representative of the availability in the relevant labor markets for the disciplines. The search process is governed by affirmative action principles and its overall purpose is to hire the most qualified person for the position. Upon receipt of the applicant's applications materials, a letter acknowledging the receipt of their application is sent to each applicant. The data provided by the applicant through the Affirmative Action Online Applicant Cover Page is included in this section of the plan as a means of reporting the race and gender composition of each applicant pool.

It is the responsibility of the Chief Diversity Officer (CDO) to oversee the search process. Prior to the start of the search process, the hiring manager reviews the current job description for the position to ensure that it accurately reflects the duties and responsibilities, as well as the knowledge, skills and abilities (KSAs) for the position, and that the requirements are job-relevant. To initiate the search process, a search committee chairperson is appointed and an affirmative action search plan is developed, including a list of proposed committee members and advertisement outlets. In accordance with affirmative action policy, at least one member must be representative of a minority group. Before the review of any applicant's materials, the CDO or designee charges the entire search committee.

During the charge to the search committee, the CDO apprises the committee of the established goals to be met and reminds the committee of their affirmative action responsibilities in the search process. Throughout the process, each committee must document its honest and good-faith efforts to remove any requirement that is a barrier and would have a disproportionate impact on members of underutilized groups; recruit a diverse pool of qualified applicants; carefully and thoroughly consider the credentials of each applicant; and consistently and fairly apply the same search criteria to each applicant. The ODE must approve the composition of the search committee and the job announcement and advertisement outlets prior to the start of the search. It must also approve the list of interviewees before interviews can be scheduled, as well as the list of the candidates recommended for hire prior to the offer being made. Further, the committee is made aware of its responsibility to conduct all interviews in a fair and equitable manner. **See Supportive Materials. (See Hiring Process website at <http://www.ccsu.edu/page.cfm?p=4176>.)** At the conclusion of the search, the committee will list the candidate(s) it recommends for hire based on the candidate's qualifications.

The ODE is also responsible for overseeing the selection process to fill positions in the classified occupational categories. The Human Resources Office (HRO) pre-screens the applicant packages submitted in response to a job posting. After a thorough review of the application materials to determine if the applicant has submitted all the necessary documents and meets the required experience and training or where applicable, are on a current state certification list, the HRO prepares a form (**See Supportive Materials**) listing all eligible candidates, which is forwarded to the hiring manager as well as the ODE. This form includes the hiring goals for the particular occupational category. The hiring manager reviews the materials sent by human resources, selects the candidates to be interviewed, and returns the completed form to the ODE for review and approval. Upon receiving approval, the hiring manager can begin the interview process. The hiring manager is responsible for

conducting the interview process in a fair and equitable manner. At the conclusion of the interview process, the hiring manager will make a recommendation for hire and complete the second form (**See Supportive Materials**), which is forwarded to the ODE for review and approval before it is submitted to the HRO.

The University has made and will continue to make every good-faith effort to meet the established hiring, promotional, upward mobility, and program goals that were outlined in the relevant sections of the plan.

HIRING

The University posts all vacancies at <http://www.ccsu.edu/HumanResources/jobs.html>, in their respective occupational categories. In addition, the University lists all unclassified vacancies in each occupational category at www.higheredjobs.com. All classified vacancies in each occupational category are listed on the Department of Administrative Services website and shared with the CT Association for Diversity and Equity Professionals listserv.

EXECUTIVE/ADMINISTRATIVE (EE01)

GOALS:

Short-Term

- 1 White Female
- 2 Black Females
- 1 Other Male
- 1 Other Female

Long-Term

1. HUMAN RESOURCE ADMINISTRATOR 1

Selection: **One (1) White Female as HR Administrator 1**

The agency achieved an affirmative action goal when this White female employee went from part-time to full-time within her own position during this reporting period. There were no other candidates.

The affirmative hiring goals for White females have been achieved.

2. DEAN –SCHOOL OF EDUCATION AND PROFESSIONAL STUDIES (C13-016)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Dean of the School of Education and Professional Studies (SEPS). Advertisements and/or announcements were placed in the *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*.

Required Qualifications

- Earned doctorate from an accredited school in one of the SEPS disciplinary areas
- Distinguished record of teaching, scholarship, and leadership in the profession
- Excellence in academic administration at the level of department chair or higher with a record of collaborative decision-making
- Demonstrated commitment to public education and to professional accreditation standards
- Evidence of effectiveness in supporting faculty as teachers and scholars
- Successful experience working with multicultural communities and an active commitment to diversity
- Excellent communication skills

Preferred Qualifications

- Work experience and/or public service in schools or other professional settings
- Development and administration of a successful magnet school
- Program redesign and new program development in response to changing professional standards and emerging workforce needs
- Fundraising through grants, gifts, and alumni development
- Planning, budgeting, and fiscal management in a complex public and unionized organization
- Development of extensive partnerships and strong collaborative relationships with public schools, including support for implementing new standards for student learning
- Global, international, and multi-cultural programs
- Recruitment and retention of diverse faculty, students, and staff

Twenty-Five (25) individuals applied for this position: Eleven (11) White males; Four (4) White females; Three (3) Black males; Four (4) Other males; and three (3) Unknown males.

Fourteen (14) applicants were determined to be not qualified: Seven (7) White males; Three (3) White females; Two (2) Other males; and Two (2) Unknown males. These candidates either did not meet have the administrative leadership experience/scholarship or submitted incomplete applications.

- **Two (2) Other males, one (1) White female and two (2) Unknown males** did not meet the administrative leadership experience.
- **Two (2) White females** submitted incomplete applications.

Four (4) applicants were found to be minimally qualified: One (1) White male; Two (2) Black males; and One (1) Unknown male. These candidates meet the required qualifications but only two of the preferred qualifications.

- The **Unknown male** met only the required qualifications and one preferred qualification; however, he did not have any budgeting experience, a critical function of this position.

Seven (7) applicants were determined to be qualified and were considered finalists: Three (3) White males; One (1) White female; One (1) Black male; and Two (2) Other males.

One (1) White male was hired for the position.

- The **selected White male** met the required qualifications and the following preferred qualifications including having collaborative relationships with schools, new program development and fundraising. His commitment to teacher preparation programs was demonstrated by his strength and experience in special education, reading and autism. He knows the CT State University (CSU) system and issues confronting the State of Connecticut as he has over 15 years of experience working at the University of Connecticut and Southern Connecticut State University as a professor and administrator. He stated a clear vision of a strong assessment system with regard to teacher preparation. During the interview, he demonstrated an understanding of social justice and the impact it has on teacher preparation. In his interview responses, he demonstrated that he had a clear understanding of stakeholders and he has experience with fund raising.
- The **White female** withdrew her application from consideration.
- The **first non-selected Other male** met the required qualifications and the following preferred Qualifications: New program development and international program experience; however he did not have any knowledge regarding teacher preparation in the United States and did not have any familiarity with institutions as CCSU or any issues facing higher education in Connecticut.

- The **second non-selected Other male** met the required and two preferred qualifications; however during the telephone interview, his responses were disorganized and in some cases he failed to answer the question. He also did not have the level of administrative and budget experience as the chosen candidate and his responses demonstrated that he did not have an understanding of the role of a dean.

3. DEAN, SCHOOL OF ENGINEERING AND TECHNOLOGY (C13-058)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Dean of the School of Engineering. Advertisements and/or announcements were placed in the *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*. The Dean is responsible for the direction of teaching, research, development, and relations with the external professional community. He or she is the chief academic officer of the School, reporting directly to the provost and Vice President for Academic Affairs. The dean will have the opportunity to build on the dynamic momentum of the school, including enrollment growth, new faculty hires, expanded infrastructure, leveraging state resources, and improved fundraising. The successful candidate is expected to have a record of collaborative decision-making, a high standard of professional integrity, and a strong sense of professional ethics.

Required Qualifications

- Earned doctorate from an accredited institution in one of the STEM disciplines
- Progressively responsible administrative experience
- Experience in the acquisition of external funding
- Ability to establish and maintain relationships with stakeholders-e.g., students, faculty, alumni
- Demonstrated interest in developing global, international, and multicultural programs and/or partnerships
- Successful experience working with multicultural communities and an active commitment to diversity
- Excellent communication and interpersonal skills

Preferred Qualifications

- Demonstrated commitment to enhancing the quality of undergraduate and graduate education and research
- Distinguished record of teaching, scholarship and leadership in the profession
- Evidence of effectiveness in supporting faculty as teachers and scholars
- Demonstrated record of productive interaction with representatives of business and industry, community and state leaders, and legislators and officials at all governmental levels
- Evidence of working with professional accrediting associations and demonstrated success in leading accreditation initiatives
- Experience with planning, budgeting, and fiscal management in a complex public and unionized organization
- Experience with program redesign and a new program development in response to emerging workforce needs
- Experience in the recruitment and retention of diverse faculty, students, and staff

Forty-seven (47) Individuals applied for this position including: Twenty-seven (27) White males; Five (5) Black males; One (1) Hispanic male; Thirteen (13) Other males; One (1) Other females.

Thirty-Seven (37) applicants were determined to be not qualified: Twenty-two (22) White males; Three (3) Black males; One (1) Hispanic male; Ten (10) Other males; and One (1) Other female. These candidates either did not meet one or more required qualification or submitted incomplete applications.

- **Four of the ten Other males'** submitted incomplete applications; **three (3)** did not have progressively responsible administrative experience; **one (1)** did not have experience working with multicultural communities and did not address his commitment to diversity; and, **one (1)** did not address his ability to establish and maintain relationship with stakeholders and experience working with multicultural community nor his commitment to diversity; **one (1)** did not address his interest in developing, global, international multicultural programs and did not address his experience to working with multicultural communities nor commitment to diversity.
- The **Other female** did not submit a complete application.

Two (2) applicants were found to be minimally qualified: One (1) White male; and One (1) Other male.

- The **Other male** met the required but only two preferred qualifications including demonstrated commitment to enhancing the quality of undergraduate and graduate education and research and Experience with planning, budgeting, and fiscal management in a complex public and unionized organization.

Eight (8) applicants were determined to be qualified and were considered finalists: Four (4) White males; Two (2) Black males; and, Two (2) Other males. These candidates met all required and three or more of the preferred qualifications.

One (1) White male was hired for the position.

- The **selected White Male** met all the required and five out of the eight preferred qualifications. The candidate had an excellent professional presence. He was a very good communicator and answered all questions in a clear and concise manner. The candidate understood the focus of the University (i.e., teaching institution) and had a preliminary idea of the direction for the School of Engineering and Technology (discussed the possibility of integrating the STEM disciplines). In regard to the school, he had knowledge of and experience with the existing disciplines and spoke to their respective importance. The candidate was asked about his interest in CCSU and his desire to leave his present employer after a relatively short duration and his explanation regarding a change in leadership was straight forward and of a personal nature. His references from this employer were outstanding. Lastly, this candidate was the only candidate that visited campus that proactively interacted with student participants. He also had experience working in a collective bargaining environment.
- The **first non-selected Other male** met the required and five of the eight preferred qualifications, but when asked about his vision for the School of Engineering and Technology, he discussed the history of land grant institutions and how the education of "common people" was being neglected. He did not share any specific vision for the school. The candidate focused on community engagement and the creation of social mobility but never gave any concrete examples related to the direction for the School of Engineering and Technology. The candidate was articulate but he did not seem to be aware how his educational philosophy would impact the University or his leadership of the School of Engineering and Technology. Additionally, the candidate had no experience with collective bargaining unions.
- The **second non-selected Other male** met all the required and four out of the eight preferred qualifications; however, his lack of overall enthusiasm, possibly for the position, was evident. For example, when asked about his vision for the School of Engineering and Technology, he offered little more than the continuation and improvement of our current programs. Also, the candidate did not

demonstrate competency in dealing with difficult personnel issues and/or conflict management. For example he used as an example dealing with faculty work load (not in great detail) but then proceeded to discuss the importance of shared governance, common goals, and working as a team.

FACULTY

A. PROFESSOR

- 1 White Female
- 1 Other Male

No hires occurred in the Professor Category.

B. ASSOCIATE PROFESSOR

Short-Term

- 1 Black Female
- 2 Hispanic Females
- 1 Other Female

Long-Term

1. ASSOCIATE PROFESSOR – COMPUTER ELECTRONICS & GRAPHICS TECH (C13-034)

Selection: **One (1) Other Female**

Forty-Three (43) individuals applied for this position including: Ten (10) White males; Three (3) White females; Two (2) Black males; Two (2) Hispanic males; Twenty-Two (22) Other males; Three (3) Other females; and One (1) Unknown male.

Twenty-Two (22) applicants were determined to be not qualified: Five (5) White males; Fourteen (14) Other males; Two (2) Other females; and One (1) Unknown male.

Eleven (11) applicants were found to be minimally qualified: Three (3) White males; One (1) White female; One (1) Hispanic male and Six (6) Other males.

Ten (10) applicants were determined to be qualified and were considered finalists: Two (2) White males; Two (2) White females; Two (2) Black males; One (1) Hispanic male; Two (2) Other males; and One (1) Other female.

This hire met an affirmative action goal for the University. This hire achieved the goal set for Other Female in the Associate Professor category.

2. ASSOCIATE PROFESSOR –MANUFACTURING AND CONSTRUCTION MANAGEMENT (C12-076)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Assistant Professor in Manufacturing and Construction Management. Advertisements and/or announcements were placed in the *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; *Diverse*; *Inside Higher Education*; *Associated Schools of Construction*; *ASEE Listserv and website*; *Academic Keys*; *ASCE ListServ and website*; and *ScholarlyHires.com*.

Required Qualifications

- Ph.D. in Construction Management, Construction Engineering, Civil Engineering, Architectural Engineering or closely related disciplines (completion of the Ph.D. is required within two years)
- Two years of full-time professional experience in the construction industry
- Excellent oral and written communication skills

Preferred Qualifications

- Bachelors or Master's degree in Construction Management or Construction Engineering
- Two years of teaching experience
- Demonstrated ability or potential for guiding undergraduate and graduate students in applied research
- Three years of construction industry experience in the U.S.
- Proficiency in current construction industry computer applications software, particularly in BIM related software; or proficiency in engineering sciences (materials, surveying, etc.)
- Current record of scholarly activities, research and publications
- Professional certification or licensure

Twenty-Five (25) individuals applied for this position including: Eleven (11) White males; Two (2) Black males; Nine (9) Other males; and Three (3) Other females.

Seven (7) applicants were determined to be not qualified: Two (2) White males; Two (2) Other males; and Three (3) Other females. These candidates did not meet the industry experience requirement; there were no goal candidates in the not qualified pool as the Other female goal was previously achieved.

Nine (9) applicants were found to be minimally qualified: Six (6) White males; and Three (3) Other males. These candidates did not have US construction experience, limited (less than three) scholarly activity, and/or professional certification; there were no goal candidates remaining in the minimally qualified pool.

Nine (9) applicants were determined to be qualified and were considered finalists: Three (3) White males; Two (2) Black males; and Four (4) Other males.

One (1) White male was hired for the position.

The **selected White male** met all the required and five out of the seven preferred qualifications. Based on his resume and his responses during interview, the committee determined that he had a superior background and experience in construction services, an area of need for the department. His experiences with study abroad and distance learning would be an addition to the department. He also has an excellent teaching record, having received an excellence in teaching award from his former institution and he has an extensive publication record.

There were no goal candidates in the finalist pool; the Other female goal was met with C13-034 search.

3. ASSOCIATE PROFESSOR –ACCOUNTING (C13-011)

Selection: **One (1) White Male and One (1) Other Male as Associate Professors**

The University conducted a search to recruit for two Assistant/Associate Professors in Accounting. Advertisements and/or announcements were placed in the *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; *Diverse*; and *Online web posting with American Accounting*.

Required Qualifications

- Earned doctorate in Accounting or equivalent from an accredited university; ABD with a 2013 expected completion date will be considered
- Experience and/or teaching interest in accounting information systems and/or auditing; and,
- Demonstrated commitment to excellence in teaching and scholarship

Preferred Qualifications

- Professional certifications

Twenty-Four (24) individuals applied for this position: Four (4) White males; Three (3) White females; One (1) Black male; One (1) Black female; One (1) Hispanic male; Nine (9) Other males; and Five (5) Unknown males.

Four (4) applicants were determined to be not qualified: One (1) White male; One (1) White female; One (1) Hispanic male and One (1) Unknown male. These candidates did not have an earned doctorate. There were no goal candidates in the not qualified pool.

Five (5) applicants were found to be minimally qualified: One (1) White male; One (1) White female; One (1) Black male and Two (2) Unknown males. These candidates had had less than three publications or their degree was not in the required area. There were no goal candidates in the minimally qualified pool.

Fifteen (15) applicants were determined to be qualified and were considered finalists: Two (2) White males; One (1) White female; One (1) Black female; Nine (9) Other males; and Two (2) Unknown males.

One (1) White male and One (1) Other male were hired for the positions.

- The **selected White male** received his Ph.D. from an AACSB accredited university in Italy with a concentration in finance and accounting. He has been teaching the past five years, two years at the TOBB Economics and Technology University (Turkey) and three years at the Izmir University of Economics (Turkey). He has taught in the areas of financial and managerial/cost accounting. He can teach three of our core courses and one of our elective courses. He also indicated the willingness to teach two other core classes: auditing and accounting information systems. He has shown that he has an active research agenda. He has fourteen published articles in recent years and presented a couple of papers in recent years. He demonstrated in his interview that he was articulate and knowledgeable in his area of expertise.
- The **selected Other male** has a Ph.D. from an AACSB accredited university with a major field in management. He is also a Certified Information Systems Auditor and he has taken the required accounting courses to take the CPA exam. He has four years of teaching experience, one year at a university in Ohio and three years at University of Puerto Rico. For the last three years, he has taught Accounting Information Systems. Accounting information systems (AIS) is a core accounting class at CCSU; the department offers three sections every semester. The department has been trying to hire someone to teach this course for the last two years with no success. In addition, he can also teach one of the department's electives, accounting applications. His reference at University of Puerto Rico stated that he is a good colleague and is a contributing member of the department. During the last few years, he has published articles in *Information Technology Outsourcing*, *Advances in Management Information Systems* and another paper in an Accounting journal has been accepted with revisions in *Review of Business Information Systems*. He has also presented at the American Accounting Association's Midyear Accounting meeting as well as at the Northeast Regional Meeting in the last few years. He presented a paper during his interview presentation and the research was an offshoot of his dissertation on the topic of outsourcing controls. Controls are one of the major issues in accounting. He showed effective communication and presentation skills. He has some work experience in Information technology, corporate finance and budgeting.
- The **non-selected Black female** is ABD in Accounting from a non-research and non-accredited AACSB institution. Her publication record did not demonstrate her effectiveness in research and

scholarship. In addition her dissertation topic was not disclosed in her curriculum vitae and when asked about her topic, she could not relate it to the field of accounting. She also had no teaching experience in accounting.

- Three (3) **Other males** and one (1) **Unknown male** were offered and refused the position.

There were no other goal candidates remaining in the pool.

4. ASSOCIATE PROFESSOR –FINANCE (C13-014)

Selection: **One (1) Hispanic Male**

The University conducted a search to recruit for this Assistant/Associate Professor in Finance. Advertisements and/or announcements were placed in the *Financial Management Association website*, *American Association of Hispanics in Higher Education*; *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; and, *Diverse*. The successful candidate will teach undergraduate finance courses and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Finance or a related discipline (Finance ABD will be considered; the completion of the Ph.D. required by August 30, 2013)
- A proven record of excellence in teaching finance courses
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Ph.D. from AACSB-accredited school
- Business experience
- Finance research

Forty-One (41) individuals applied for this position including: Nine (9) White males; Three (3) White females; Two (2) Black males; Two (2) Hispanic males; Eighteen (18) Other males; Six (6) Other females; and One (1) Unknown male.

Twenty-Nine (29) applicants were determined to be not qualified: Six (6) White males; Three (3) White females; Two (2) Black males; One (1) Hispanic male; Ten (10) Other males; Six (6) Other females; and One (1) Unknown male. These candidates did indicate in their application materials a proven record of teaching excellence finance courses. There were no goal candidates in the not qualified pool as the goal for Other female was previously achieved?

Twelve (12) applicants were determined to be qualified and were considered finalists: Three (3) White males; One (1) Hispanic male and Eight (8) Other males. There were no goal candidates in the finalist pool.

One (1) Hispanic male was hired for the position.

The **selected Hispanic male** has completed his dissertation and is scheduled to graduate in August of 2013. He has taught financial management, money and capital markets, and principle of finance for engineers. His student evaluations have been very good with an overall average of 4.33 out of 5. The courses he has taught are the courses the department needs coverage of and he will be able to move into the curriculum seamlessly. His teaching presentation was clear and well organized. He has an active research agenda. He has published two papers in *The Global Journal of Finance and Economics*

and *Accounting Research Journal* and is planning to submit another paper shortly. His references speak highly of his research and teaching, as well as his excellent work ethic and pleasant demeanor.

There were no goal candidates in the finalist pool.

5. ASSOCIATE PROFESSOR – SOCIAL WORK (C13-052)

Selection: **One (1) White Female**

The University conducted a search to recruit for Assistant Associate Professor in Social Work. Advertisements and/or announcements were placed in the *NASW News; CSWE; Chronicle of Higher Education; HigherEdJobs.com; Hispanic Outlook; and Diverse*. The successful candidate will teach in a CSWE-accredited undergraduate social work program and contribute actively and effectively to student growth, service, and scholarship. Additional responsibilities include coordinate and teach in the weekend social work program, academic advising, serving as field liaison, serving on academic committee assignments, community engagement, grant writing, and other department and academy service activities. The accredited program has a strong teaching emphasis including a competency-based education with a proactive stance valuing diverse and minority perspectives. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Social Work or related field (Completion of the Ph.D. required by June 1, 2013)
- Master's degree in Social Work from a CSWE accredited university
- Three years full-time post MSW social work direct practice experience
- Commitment to serving culturally, ethnically and linguistically diverse communities
- College teaching experience in a variety of foundation and practice courses such as Research Methods, Human Behavior and the Social Environment, Generalist Practice & Policy

Preferred Qualifications

- Demonstrated research, scholarship and publication
- Communication and interpersonal skills sufficient to work effectively with a diverse array of students and colleagues
- Experience in reaccreditation, student academic advising, committee assignments, professional development activities, and research and community service

Seventeen (17) individuals applied for this position including: Two (2) White males; Four (4) White females; Two (2) Black males; Three (3) Black females; Three (3) Hispanic females; One (1) Other male; One (1) Other female; and One (1) Unknown female.

Ten (10) applicants were determined to be not qualified: Two (2) White males; One (1) White female; One (1) Black male; Three (3) Black females; One (1) Hispanic female; One (1) Other male; and One (1) Other female. These candidates either submitted incomplete applications or did not have teaching experience in social work.

- The **Hispanic female** candidate submitted an incomplete application
- Of the **three (3) Black females, two (2) Black females** did not have teaching experience in social work; the **third Black female** did not have the required full time teaching experience in social work.

There were no other goal candidates in the not qualified pool as the goal for Other female had previously been achieved.

Seven (7) applicants were determined to be qualified and were considered finalists: Three (3) White females; One (1) Black male; Two (2) Hispanic female; and One (1) Unknown female.

One (1) White female was hired for this position.

- The **selected White female** meets the required and preferred qualifications for the position. She has 12 years of full-time teaching experience as an assistant professor in the Baylor University School of Medicine. She also has been a co-principal investigator in the University of Texas, School of Public Health. She was the Director of Social Work and a tenured associate professor at Grand Valley State University in Michigan. She has worked at the federal level conducting trainings for the Maternal and Child Health Division of the U.S. Department of Health and Human Services. She has a strong commitment and experience in working with diverse communities. She has several publications and has conducted extensive presentations. She is qualified to teach clinical practice, human behavior in the social environment, social work methods, research, and generalist practice in policy. She was the only finalist that was eligible to be hired at the associate professor rank.
- The **first Hispanic female** was hired as an assistant professor as she did not meet the requirements for the rank of associate professor.
- The **second non-selected Hispanic female** met the required qualification for the position. She was only qualified for an assistant professor level; therefore, she was not eligible to be hired in the associate professor rank.
- The **non-selected Unknown female** declined an interview because she had accepted another position.

6. ASSOCIATE PROFESSOR –MECHANICAL/MANUFACTURING (C13-020)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Assistant/Associate Professor in Manufacturing and Mechanical in the Engineering Department. Advertisements and/or announcements were placed in the *Chronicle of Higher Education; Mechanical Engineering Magazine; Society of Manufacturing Engineers Magazine; Postjobsnow.com; Engineering.academickeys.com; HigherEdJobs.com; Hispanic Outlook; and Diverse.*

The successful candidate is expected to develop and teach a variety of manufacturing and mechanical engineering and engineering technology courses, independently develop and run associated hands-on laboratory exercises, mentor undergraduate and graduate student research at all levels in the engineering and engineering technology programs, participate in assessment activities for all of EAC of ABET and ETAC of ABET accredited programs, actively engage in scholarly activity, and participate in service activities for the University, local community and professional organizations. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- BS in Mechanical or Manufacturing Engineering and Ph.D. in Mechanical or Manufacturing Engineering or a closely related field by the date of appointment
- Exceptional background in areas of manufacturing process design, analysis and optimization utilizing modern analysis and simulation software (including FEM)
- Integration of CAD/CAM/CNC with CMM metrology and either rapid prototyping or reverse engineering
- Two years of relevant full-time industrial experience in the related areas
- Excellent communication and presentation skills

Preferred Qualifications

- Experience with composite/plastics manufacturing, or additive manufacturing
- Teaching experience in ABET accredited Mechanical and/or Manufacturing engineering or engineering technology programs
- Expertise and experience to teach a broad range of manufacturing/mechanical engineering and engineering technology courses
- Demonstrated record of outstanding teaching, advising, service, and significant scholarly activities; experience developing and/or maintaining laboratories; and experience working with industry and both undergraduate and graduate students in applied research
- Record of successful externally funded research
- A Professional Engineering (P.E.) license

Forty (40) individuals applied for this position including: Nineteen (19) White males; Two (2) White females; Two (2) Black males; One (1) Black female; One (1) Hispanic male; Eleven (11) Other males; Three (3) Other females; and One (1) Unknown male.

Thirty (30) applicants were determined to be not qualified: Thirteen (13) White males; Two (2) White females; Two (2) Black males; One (1) Black female; One (1) Hispanic male; Eight (8) Other males; Two (2) Other females; and One (1) Unknown male. These candidates did not meet the required industrial experience or degree requirements, and one (1) submitted an incomplete application.

- The **Black female candidate** did not meet the degree requirement.

There were no other goal candidates in the not qualified pool as the Other female goal had previously been achieved.

Three (3) applicants were found to be minimally qualified: Three (3) Other males. No goals in the minimally qualified pool.

Seven (7) applicants were determined to be qualified and were considered finalists: Six (6) White males; and One (1) Other female.

One (1) White male was hired for this position.

The **selected White male** candidate met the required and four out of the seven preferred qualifications. He also has over two years of industry-based experience and has over six year of full-time teaching experience. In his teaching presentation, he demonstrated good teaching skills through a well-planned and timely delivered lecture that was supported with examples and interactive activities to communicate his points to the students. He has a diverse industrial background in design and manufacturing engineering with experience with a variety of traditional equipment and new technologies, including solar and other green technologies. He also has experience in computational applications in fields of mechanical engineering and he also has extensive experience in optimization and simulations. In addition to delivering and teaching lecture-type courses, he also has experience with laboratory courses including working on projects involving students. During his interactions with faculty and students, he also demonstrated good oral and interpersonal communications skills.

There were no remaining goal candidates in the pool as the affirmative action goal for Other female has been met in search C13-034.

C. ASSISTANT PROFESSOR (including Instructors)

Short-Term

Long-Term

2 White Females
1 Black Male
1 Black Female
1 Hispanic Male
1 Other Female

1. ASSISTANT PROFESSOR BIOLOGY (C13-031)

Selection: **One (1) White Female**

One Hundred Fifteen (115) individuals applied for this position: Fifty-Five (55) White males; Thirty-Four (34) White females; One (1) Black male; Two (2) Black females; Two (2) Hispanic males; Two (2) Hispanic females; Seven (7) Other males; Eight (8) Other females; Three (3) Unknown males; and One (1) Unknown female.

Forty-One (41) applicants were determined to be not qualified: Eighteen (18) White males; Ten (10) White females; One (1) Black male; One (1) Black female; One (1) Hispanic female; Five (5) Other males; Four (4) Other females; and One (1) Unknown female.

Fifty-Five (55) applicants were found to be minimally qualified: Twenty-Five (25) White males; Nineteen (19) White females; One (1) Black female; One (1) Hispanic male; Two (2) Other males; Four (4) Other females; and Three (3) Unknown males.

Nineteen (19) applicants were determined to be qualified and were considered finalists: Twelve (12) White males; Five (5) White females; One (1) Hispanic male; and One (1) Hispanic female.

One (1) White female was hired for this position. This hire meets an affirmative action goal for the university; the first of two White female goals met.

2. ASSISTANT PROFESSOR – PSYCHOLOGICAL SCIENCE (C13-047)

Selection: **One (1) White Female**

Twenty-Two (22) individuals applied for this position: Seven (7) White males; Eleven (11) White females; Three (3) Other females; and One (1) Unknown female.

The following Eight (8) applicants were determined to be not qualified: Three (3) White males; Three (3) White females; One (1) Other female; One (1) Unknown female.

Eight (8) applicants were found to be minimally qualified: Three (3) White males and Five (5) White females.

Six (6) applicants were determined to be qualified and were considered finalists: One (1) White male; Three (3) White females; and Two (2) Other females.

A White female was hired for this position. This hire met an affirmative action goal for the University. This hire achieved the second of two hiring goals set for White female in the Assistant Professor category.

3. ASSISTANT PROFESSOR – PHYSICS & EARTH SCIENCES (C13-046)

Selection: **One (1) Black Male**

Thirty-Four (34) individuals applied for this position: Twelve (12) White males; Three (3) White females; Three (3) Black males; One (1) Black female; One (1) Hispanic male; Ten (10) Other males; Three (3) Other females; and One (1) Unknown male.

Eight (8) applicants were determined to be not qualified: Four (4) White males; One (1) White female; Two (2) Other males; and One (1) Unknown male.

Twenty (20) applicants were found to be minimally qualified: Seven (7) White males; One (1) White female; One (1) Black male; One (1) Hispanic male; Eight (8) Other males; and Two (2) Other females.

Six (6) applicants were determined to be qualified and were considered finalists: One (1) White male; One (1) White female; Two (2) Black males; One (1) Black female; and One (1) Other female.

A Black male was hired for this position.

This hire met an affirmative action goal for the University. This hire achieved the goals set for Black male in the Assistant Professor category.

4. ASSISTANT PROFESSOR–SOCIOLOGY (C12-077)

Selection: **One (1) Black Female**

Seventy-Three (73) individuals applied for this position: Twenty-Two (22) White males; Seventeen (17) White females; Three (3) Black males; Nine (9) Black females; Nine (9) Hispanic males; Two (2) Hispanic females; Five (5) Other males; Two (2) Other females; and Four (4) Unknown males.

Sixty-Three (63) applicants were determined to be not qualified: Twenty-One (21) White males; Fifteen (15) White females; Three (3) Black males; Seven (7) Black females; Five (5) Hispanic males; Two (2) Hispanic females; Four (4) Other males; Two (2) Other females; and Four (4) Unknown males.

Five (5) applicants were found to be minimally qualified: Two (2) White females; Two (2) Hispanic males; and One (1) Other male.

Five (5) applicants were determined to be qualified and were considered finalists: One (1) White male; Two (2) Black females; and Two (2) Hispanic males.

A Black female was hired for this position. This hire met an affirmative action goal for the University. This hire achieved the goal set for Black female in the Assistant Professor category.

5. ASSISTANT PROFESSOR COMMUNICATION (C13-033)

Selection: **One (1) Other Female**

Twenty (20) individuals applied for this position: Seven (7) White males; Two (2) White females; Two (2) Black females; Five (5) Other males; and Four (4) Other females.

Nine (9) applicants were determined to be not qualified: Five (5) White males; Three (3) Other males; and One (1) Other female.

Six (6) applicants were found to be minimally qualified: One (1) White male; Two (2) White females; One (1) Black female; One (1) Other male; and One (1) Other female.

Five (5) applicants were determined to be qualified and were considered finalists: One (1) White male; One (1) Black female; One (1) Other male; and Two (2) Other females.

This hire met an affirmative action goal for the University. This hire achieved the goal set for the Other Female in the Assistant Professor category.

The only unmet hiring goal in the Assistant Professor category is Hispanic male.

6. ASSISTANT PROFESSOR—GEOGRAPHY (C13-018)

Selection: **One (1) White Male**

Central Connecticut State University's Geography Department invited applications for a tenure-track Assistant Professor in geography/tourism or hospitality beginning fall 2013. The successful candidate will have expertise in Tourism Geography with complementary interests in Hospitality and Cultural Geography. The candidate will teach introductory and advanced level courses in geography, tourism and/or hospitality, mentor students, supervise graduate theses and interns, and contribute to department's outreach activities. A strong commitment to teaching and an active program of research and publication are expected. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in geography or tourism/recreational studies (For ABD's, Ph.D. must be completed within one year of hire.)
- Teaching experience in geography/tourism/hospitality
- Ability to teach introductory and advanced level courses in geography/tourism/hospitality; and,
- Practical/outreach experience in tourism/hospitality

Preferred Qualifications

Ph.D. in geography or tourism/recreation with complementary interest in hospitality and college teaching experience

Twenty-Two (22) individuals applied for this position: Six (6) White males; Six (6) White females; Three (3) Hispanic males; Two (2) Other males; One (1) Other female; and Four (4) Unknown males.

Seven (7) applicants were determined to be not qualified: Three (3) White males; Two (2) White females; and Two (2) Other males. These candidates did not meet the educational degree requirement. There were no goal candidates in the not qualified pool as all goals for the category had been achieved expect for one (1) Hispanic male goal.

Ten (10) applicants were found to be minimally qualified: Two (2) White males; One (1) White female; Three (3) Hispanic males; and Four (4) Unknown males. These candidates did not have a complimentary focus in hospitality or they had no teaching experience in tourism or hospitality.

- Two (2) **Hispanic males** and two (2) **Unknown male** had no teaching experience in tourism or hospitality.
- One (1) **Hispanic male** and two (2) **Unknown males** did not have a complimentary focus in hospitality.

There were no other goal candidates in the minimally qualified pool.

Five (5) applicants were determined to be qualified and were considered finalists: One (1) White male; Three (3) White females; and One (1) Other female. There were no goal candidates in this finalist pool, as goals for White female and Other female had previously been achieved.

Initially an offer was made to a **White female** candidate who **declined the offer**.

A White male was hired for the position.

The **selected White male** is a Ph.D. candidate in Geography and is expected to complete his degree by August 2013. He has six years of college level teaching experience including teaching courses in world regional geography, physical and cultural geography. Additionally he has conducted field work experience in Australia and New Zealand and has first-hand experience in tourism and hospitality practice. He has a modest publication record with three manuscripts under review and has six conference presentations.

There were no goal candidates in the pool as the only remaining goal was for Hispanic male.

7. ASSISTANT PROFESSOR – SOCIAL WORK (C13-052)

Selection: **One (1) Hispanic Female**

The University conducted a search to recruit for Assistant Professor in Social Work. Advertisements and/or announcements were placed in the *NASW News; CSWE; Chronicle of Higher Education; HigherEdJobs.com; Hispanic Outlook; and Diverse*. The successful candidate will teach in a CSWE-accredited undergraduate social work program and contribute actively and effectively to student growth, service, and scholarship. Additional responsibilities include coordinate and teach in the weekend social work program, academic advising, serving as field liaison, serving on academic committee assignments, community engagement, grant writing, and other department and academy service activities. The accredited program has a strong teaching emphasis including a competency-based education with a proactive stance valuing diverse and minority perspectives. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Social Work or related field (Completion of the Ph.D. required by June 1, 2013)
- Master's degree in Social Work from a CSWE accredited university with individuals, families and groups
- Three years full-time post MSW social work direct practice experience
- Commitment to serving culturally, ethnically and linguistically diverse communities
- College teaching experience in a variety of foundation and practice courses such as Research Methods, Human Behavior and the Social Environment, Generalist Practice & Policy

Preferred Qualifications

- Demonstrated research, scholarship and publication
- Communication and interpersonal skills sufficient to work effectively with a diverse array of students and colleagues
- Experience in reaccreditation, student academic advising, committee assignments, professional development activities, and research and community service

Seventeen (17) individuals applied for this position: Two (2) White males; Four (4) White females; Two (2) Black males; Three (3) Black females; Three (3) Hispanic females; One (1) Other male; One (1) Other female; and One (1) Unknown female. There were no goal candidates in this applicant pool as all goals in the category had been achieved with the exception of one Hispanic male goal.

Ten (10) applicants were determined to be not qualified: Two (2) White males; One (1) White female; One (1) Black male; Three (3) Black females; One (1) Hispanic female; One (1) Other male; and One (1) Other female. These candidates either submitted incomplete applications or did not have teaching experience in social work. No goal candidates remained in this pool.

Seven (7) applicants were determined to be qualified and were considered finalists: Three (3) White females; One (1) Black male; Two (2) Hispanic females; and One (1) Unknown female.

One (1) Hispanic female was hired for this position.

The **selected Hispanic female** met the required qualifications for the position. She has over fifteen years of clinical background and has served as an adjunct professor at Smith College and Central Connecticut State University over the past three years. She is qualified to teach in the clinical practice area as well as human behavior in the social environment. She has a strong commitment and experience in working with diverse communities. She has conducted a number of clinical presentations, but has no publications.

There are no goal candidates in the finalist pool. The affirmative action goals for White females (C13-031 & C13-047), Black male (C13-046) and Other female (C13-033) have been met; there were no other goal candidates in the finalist pool.

8. ASSISTANT PROFESSOR –MANUFACTURING AND CONSTRUCTION MANAGEMENT (C12-076)

Selection: **One (1) Other Male and One (1) White male was hired as an Associate Professor (see Associate Professor Category)**

The University conducted a search to recruit for this Assistant Professor in Manufacturing and Construction Management. Advertisements and/or announcements were placed in the *Inside Higher Education (web)*; *Associated Schools of Construction (web)*; *ASEE ListServ and website*; *ScholarlyHires.com*; *Academic Keys (web)*; *ASCE ListServ and website*; *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*.

The successful candidate's primary responsibilities include teaching undergraduate and graduate courses that may include construction engineering (materials, structural analysis and surveying), construction site operations (superintendency or safety), and construction graphics (including CAD/BIM). Other responsibilities include developing and sustaining a research agenda, publishing professional papers and applying for grants; assisting in curriculum development that meets American Council of Construction Education (ACCE) standards; student recruitment/retention activities; advising and job placement; participating and leading service activities for the university and local community. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Construction Management, Construction Engineering, Civil Engineering, Architectural Engineering or closely related disciplines (completion of the Ph.D. is within two years of hire)
- Two years of full-time professional experience in the construction industry
- Excellent oral and written communication skills

Preferred Qualifications

- Bachelors or Master's degree in Construction Management or Construction Engineering
- Two years of teaching experience
- Demonstrated ability or potential for guiding undergraduate and graduate students in applied research
- Three years of construction industry experience in the U.S
- Proficiency in current construction industry computer applications software, particularly in BIM related software; or proficiency in engineering sciences (materials, surveying, etc.)
- Current record of scholarly activities, research and publications

- Professional certification or licensure

Twenty-Five (25) individuals applied for this position: Eleven (11) White males; Two (2) Black males; Nine (9) Other males; and Three (3) Other females. No goal candidates remained in this applicant pool.

Seven (7) applicants were determined to be not qualified: Two (2) White males; Two (2) Other males; and Three (3) Other females. These candidates did not meet the industry experience requirement; no goal candidates remained in this pool.

Nine (9) applicants were found to be minimally qualified: Six (6) White males; and Three (3) Other males. These candidates did not have US construction experience, limited (less than three) scholarly activity, and/or professional certification. No goal candidates remained in this pool.

Nine (9) applicants were determined to be qualified and were considered finalists: Three (3) White males; Two (2) Black males; and Four (4) Other males.

One (1) Other male was hired for this position.

The **selected Other male** met the required and five of the seven preferred qualifications. He has a Ph.D. in Construction Management and over four years of teaching experience in this area. He also has over 10 years of work experience in building information modeling, an area of need for the department. His teaching demonstration was rated highly by the students. Additionally he has some distance learning experience, an area that the department is planning on pursuing. He has five peer-reviewed journals, 10 peer-reviewed publications and 12 presentations.

The affirmative action goal for Black male has already been met in search C13-046 and there are no other goal candidates in the finalist pool.

9. ASSISTANT PROFESSOR MATHEMATICAL SCIENCE (C13-021)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Assistant in Geography. Advertisements and/or announcements were placed in the *National Council of Teachers of Mathematics*; *eMath.com*; *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*. The successful candidate will demonstrate a strong commitment to teaching in the undergraduate and graduate mathematics education programs and in the sixth year program, maintaining a commitment to continued scholarship in mathematics education, as well as service to the university and the profession. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- An earned doctorate in Mathematics Education or with a specialization in mathematics education (Completion by the spring of 2016)
- Two-years of full-time teaching experience (or equivalent) at the K-12 level

Preferred Qualifications

- Five years' experience teaching mathematics at the K-12 level
- Experience with technology in the classroom
- Experience teaching at the college level

Twenty-Five (25) individuals applied for this position: Five (5) White males; Five (5) White females; Seven (7) Black males; One (1) Black female; One (1) Hispanic male; One (1) Other male; Three (3) Other females; and Two (2) Unknown females.

Fifteen (15) applicants were determined to be not qualified: Four (4) White males; One (1) One female; Five (5) Black males; One (1) Black female; One (1) Hispanic male; One (1) Other male; One (1) Other female; and One (1) Unknown female. These candidates either did not meet the degree requirement or did not have the K-12 teaching experience.

- The **non-qualified Hispanic male** candidate did not meet the required two years of full-time K-12 teaching experience.

No minimally qualified candidates were identified.

Ten (10) applicants were determined to be qualified and were considered finalists: One (1) White male; Four (4) White females; Two (2) Black males; Two (2) Other females; and One (1) Unknown female.

One (1) White male was hired for this position.

The **selected White male** met the required and preferred qualifications. He has eight years of college and university level teaching experience. He has a good scholarly record with the publication of two book chapters, four articles and three recent publications. He has taught at culturally and ethnically diverse high schools and colleges.

The affirmative action goals for White females (C13-031 & C13-047), Black male (C13-046) and Other female (C13-033) have been met; there were no other goal (Hispanic male) candidates in the finalist pool.

10. ASSISTANT PROFESSOR – ENGINEERING (C13-026)

Selection: One (1) White Male

The University conducted a search to recruit for this Assistant in Civil Engineering. Advertisements and/or announcements were placed in the *ASCE Career Connections*; *HigherEdJobs.com*; *Chronicle of Higher Education*; *Hispanic Outlook*; *Engineering.academickeys.com*; *S of E & T*, *ASCE-CT section of newsletter*; and *University career services sites hosted by U. CT, U. Mass, ASU, UTEP, U. Texas, U. NM, U. Cal., etc.* Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Earned B.S. in Civil Engineering, and Ph.D. in Civil Engineering or engineering in a field closely related to Civil Engineering (with documented completion by June 15, 2013)
- Minimum three years of combined professional practice and/or college teaching experience, including two full-time years of industry or government professional practice
- Graduate work and experience with an emphasis in environmental engineering. Exemplary and effective oral and written communications skills
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Experience and skills required to teach water and wastewater treatment, waste management, and groundwater protection components within environmental engineering courses
- Education and experience required to teach at least one of the following undergraduate courses: hydraulic engineering, soil mechanics, foundation design, and hydrology
- Discipline related scholarly activity, externally funded research, and participation in professional organizations
- Successful teaching experience in an ABET accredited engineering program

- Demonstrated progress toward obtaining Professional Engineering licensure, or completion of licensure

Forty (40) individuals applied for this position: Thirteen (13) White males; Two (2) White females; Three (3) Black males; Nineteen (19) Other males; Two (2) Other females; and One (1) Unknown female. There were no goal candidates in this applicant pool.

Thirty Four (34) applicants were determined to be not qualified: Twelve (12) White males; Two (2) White females; Three (3) Black males; Fourteen (14) Other males; Two (2) Other females; and One (1) Unknown female. These candidates either did not meet the degree or experience requirement. No goal candidates remained in the not qualified pool.

Two (2) applicants were found to be minimally qualified: Two (2) Other males. These candidates did not have a professional engineering license. No goal candidates remained in this pool.

Four (4) applicants were determined to be qualified and were considered finalists: One (1) White male; and Three (3) Other males.

One (1) White male was hired for this position.

The **selected White male** met the required qualifications and additionally has Professional (PE) license. He had published five peer-reviewed journals. He has over eight years of part-time teaching experience at the University of Connecticut. Based on his education and experience he can teach 12 of the 18 major requirement courses of the major. He passed the PE exam and his industry civil engineering experience will allow him to complete the exam for the CT professional engineering licensure. During his teaching demonstration, he displayed clear and understandable teaching style. All his references provided positive information about the candidate's qualifications.

There were no other goal candidates in the applicant pool.

11. ASSISTANT PROFESSOR THEATER (C13-029)

Selection: **One (1) Hispanic Female**

The University conducted a search to recruit for this Assistant in Theatre. Advertisements and/or announcements were placed in the *Backstage.com*; *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*. The successful candidate will teach undergraduate classes in Theatre Design, will design for the Mainstage Season of four plays and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- MFA in Theatrical Design or related discipline. The completion of the MFA is required by May 2013
- Theatrical design experience in either scenery or costume and knowledge in the other area
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- College teaching experience

Fifty-Five (55) individuals applied for this position including: Eighteen (18) White males; Twenty-Five (25) White females; One (1) Hispanic male; Two (2) Hispanic females; Two (2) Other males; Four (4) Other females; Two (2) Unknown males; and One (1) Unknown female.

Forty-Three (43) applicants were determined to be not qualified: Fifteen (15) White males; Eighteen (18) White females; One (1) Hispanic male; One (1) Hispanic female; Two (2) Other males; Three (3) Other females; Two (2) Unknown males; and One (1) Unknown female. These candidates either did not have the set or costume experience or submitted incomplete applications.

- The **Hispanic male** and the **two (2) Unknown males** did not have costume experience.

Six (6) applicants were found to be minimally qualified: Two (2) White males; Three (3) White females; and One (1) Other female. These candidates did not have experience at a professional level. No goal candidates remained in this pool.

Six (6) applicants were determined to be qualified and were considered finalists: One (1) White male; Four (4) White females; and One (1) Hispanic female.

One (1) Hispanic female was hired for this position.

The **selected Hispanic female** candidate met the required and preferred qualifications. She has eight years of part-time teaching experience and over 10 years as a theatrical designer in over 50 theater productions. Based on her responses, she will study how to make her work fit the program, having described how she has accomplished this at several other educational settings in which she tailored her curriculum to the specific needs of the student population. She had a good design portfolio representing several different theatrical styles and a mixture of professional and academic settings. Additionally her experience with interior design could be an asset to the program as she could weave those skills into the student's portfolio and increase their marketability after graduation. She has great drafting skills and experience in teaching them with the ability to do traditional as well as computer assisted drafting. These skills are already included in the department's curriculum and would need to be taught in the next academic year. Her Costume designs were very detailed with clearly defined palettes of color as well as material swatches, both of which were revealed in her renderings. She had previously worked on the West Coast in costume design and her limited professional contacts locally mean it could take a while before her professional contacts were of value to the students.

A White female was offered the positions but she declined the offer.

The affirmative action goals for White females were met in searches (C13-031 and C13-047); no other goals remained in the finalist pool.

12. ASSISTANT PROFESSOR CHEMISTRY & BIOCHEMISTRY (C13-032)

Selection: **One (1) White Female**

The University conducted a search to recruit for this Assistant in Chemistry and Biochemistry. Advertisements and/or announcements were placed in the *Chemical and Engineering News*; and *HigherEdJobs.com*. The successful candidate will teach undergraduate biochemistry lecture and lab courses as well as other courses as required and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in chemistry, biochemistry, biophysics, or a related discipline by August 2013
- Ability to teach undergraduate biochemistry lecture and lab courses
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualification: Research appropriate for work with undergraduate chemistry and biochemistry majors.

Eighty-Three (83) individuals applied for this position: Twenty-Four (24) White males; Nine (9) White females; Four (4) Black males; Two (2) Black females; Two (2) Hispanic males; Thirty-Four (34) Other males; and Eight (8) Other females.

The following Forty-Three (43) applicants were determined to be not qualified: Thirteen (13) White males; Three (3) White females; Two (2) Black males; Two (2) Hispanic males; Twenty (20) Other males; and Three (3) Other females. The non-qualified candidates either did not submit complete applications or did not meet the educational requirement.

- The **first Hispanic male** did not submit a complete application
- The **second Hispanic male** did not meet the educational requirement; his field (Pharmacology) was not closely related.

Twenty-Nine (29) applicants were found to be minimally qualified: Eight (8) White males; Two (2) White females; One (1) Black male; Two (2) Black females; Twelve (12) Other males; and Four (4) Other females. These candidates did not have appropriate teaching and/or research for a predominantly undergraduate institution meaning their research would require laboratory facilities that CCSU does not own; no goal candidates remained in the pool.

Eleven (11) applicants were determined to be qualified and were considered finalists: Three (3) White males; Four (4) White females; One (1) Black male; Two (2) Other males; and One (1) Other female.

One (1) White female was hired for this position.

The **selected White female** met the required and preferred qualifications. She stated a strong desire to work and teach at a predominantly undergraduate institution. Her research interests align with the current department's holdings. For her teaching demonstration, she received high ratings from students who indicated the seminar was engaging.

The affirmative action goals for White female (C13-0131 & C13-047), Black male (C13-046.) and Other female (C13-033) have been met; there were no other goals candidates in the finalist pool.

13. ASSISTANT PROFESSOR – CRIMINOLOGY (C13-036)

Selection: **One (1) White Female and One (1) White Male**

The University conducted a search to recruit for two Assistant Professors in Criminology & Criminal Justice. Advertisements and/or announcements were placed in the *American Society of Criminology*; *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*. The Criminology Department's mission is to lead the state of Connecticut in the creation and dissemination of theoretical, scientific, and practical knowledge of Criminal Justice and is a growing multi-disciplinary department offering a B.A. in Criminology and an M.S. in Criminal Justice. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- A doctorate in criminology/criminal justice or related field at the time of appointment; areas of specialization are open. ABD considered if the completion of the Ph.D. is by January 15, 2014. (A J.D. is not considered a terminal degree for these positions)
- Demonstrated commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- University teaching experience
- A record of scholarly activity (e.g., publications and presentations at professional conferences)
- Evidence of university and professional service, especially with underserved populations

Forty-Two (42) individuals applied for this position: Sixteen (16) White males; Eleven (11) White females; Six (6) Black males; One (1) Black female; One (1) Hispanic male; One (1) Hispanic female; Two (2) Other males; Two (2) Other females; and Two (2) Unknown males.

Fourteen (14) applicants were determined to be not qualified: Six (6) White males; Four (4) White females; Three (3) Black males; and One (1) Other female. These candidates did not meet the degree requirement or failed to address their commitment to serving a diverse university community. No goal candidates remained in this pool.

Sixteen (16) applicants were found to be minimally qualified: Eight (8) White males; Four (4) White females; Two (2) Black males; One (1) Other female; and One (1) Unknown male. These candidates either did not articulate their research agenda; their area of interest or expertise was not in an area needed by the department and/or their teaching was limited to one or two courses.

- The **minimally qualified Unknown male** candidate's research agenda was not articulated in his application materials and there was no record of empirical research in criminology; no other goal candidates remain.

Twelve (12) applicants were determined to be qualified and were considered finalists: Two (2) White male; Three (3) White females; One (1) Black male; One (1) Black female; One (1) Hispanic male; One (1) Hispanic female Two (2) Other males; and One (1) Unknown male.

One (1) White female and One (1) White male were hired for this position.

- The **selected White female** met the required and preferred qualifications. This candidate was highly ranked by the committee based on her resume, and during the phone interview this candidate provided highly rated responses to all of the questions. For example, when asked what interested her in our department, she cited specific characteristics of the department that fit with her interests such as opportunities to work with graduate students and the areas of similarity between her research areas and those of the current faculty. Her ideal balance between teaching and research is consistent with the department and she indicated the use of her research to inform her teaching. When asked about her research, she discussed applied projects as well as basic research and projects that could involve students. When asked about experience incorporating multi-cultural diversity in teaching/research she discussed both, describing her consideration of diversity in classroom lectures and assignments, and her research with culturally informed survey items and culturally diverse populations. During her on-campus interview she conducted a presentation in order to evaluate her teaching and research. The presentation was attended by members of the search committee and other faculty. The committee found the quality of the candidate's teaching to be very good: It was observed that she was able to engage the students and to elicit question and participation from those present. She appeared to have sound knowledge of the theory and research she was presenting and was able to fully answer faculty questions about the project.
- The **selected White male** met the required and preferred qualifications for the position. This candidate was highly ranked by the committee based on his resume and during the phone interview; he provided complete responses with examples. For example when asked what interested him in our department, he cited specific characteristics of the department that fit with his interests including the blend of teaching, research, and service expected, size of faculty and greater

opportunities to conduct research that is currently available at his current institution. When asked about his research, he discussed ongoing projects and described opportunities that could involve students. When asked about experience incorporating multicultural diversity in teaching/research, he described teaching a course in cultural diversity in the criminal justice and integrating modules on race, class, and gender throughout all of his courses. During his on-campus interview, he conducted a presentation which was attended by members of the search committee, other faculty and students. They found the quality of the candidate to be very good: it was observed that his style was engaging and energetic and he generated a number of questions from students and faculty which he fully addressed. The content of his presentation reflected a high level of mastery of the theory and research and was consistent with the expectations of a methodologically sound research project.

- The **non-selected Hispanic male**'s resume indicated that he met the required and some preferred qualifications for the position; however, during the phone interview this candidate did not compare to those brought on campus. Candidate's responses to three questions were concerning to the committee. When asked what interested the candidate in CCSU, his response was that it was close by as he lived 20 minutes away. He also stated to the committee that he could "develop us" and/or "mentor us" because he's run a department in the past. Although, experientially this might be an asset, he would be coming in as a junior faculty member and not in a position to "develop faculty" members in this way. It was a disconnected answer for the position of assistant professor. The number one concern for the committee is that the candidate is not currently actively engaged in research, a key function of the position at CCSU and the Department.
- The **non-selected Unknown male** met the required qualifications. Although this candidate was highly ranked by the committee based on his resume, the committee was concerned about his overall presentation during the interview. He provided unusually brief and undeveloped responses and had to be prompted by the committee to say more. The committee was also concerned about this candidate's responses to three out of the six questions asked of candidates. 1. When asked about what appeals to you about working in Central Connecticut he was unable to provide any specific characteristic. 2. When asked about strategies to engage difficult or unmotivated students, he could not articulate a specific approach and instead cited general qualities for teaching such as being accessible and available to students through e-mail. 3. When asked about his experience in incorporating multi-cultural diversity, he indicated that he has taught students who couldn't write English but did not describe how this incorporates diversity into his teaching.

A Black female was offered the position but declined the offer.

The affirmative action goals for White females (C13-031 & C13-047), Black male (C13-046), Black female (C12-077), Other female (C13-033) have been met.

14. ASSISTANT PROFESSOR GEOGRAPHY (C13-041)

Selection: **One (1) Other Male**

The University conducted a search to recruit for this Assistant in Geography. Advertisements and/or announcements were placed in the *AAG Newsletter*; *American Association of Hispanics in Higher Education*; *The Journal of Blacks in Higher Education*; *Black Issues in Higher Education*; *Chronicle of Higher Education*; *HigherEdJobs.com*; and *Hispanic Outlook*.

Central Connecticut State University's Geography Department invited applications for a tenure-track Assistant Professor in Geography (GIS) beginning fall 2013. The successful candidate will teach undergraduate and graduate courses in Geospatial Sciences (GIS & GPS) and contribute actively and

effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Geography or Geosciences or a related discipline. For ABD's, Ph.D. must be completed within one year of hire
- Ability to teach introductory and Advanced level courses in GIS/Geospatial Science
- Practical Outreach experience in GIS Applications
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Ph.D. in Geography with Specialization in GIS or Geo-spatial science
- College teaching experience

Sixty-Five (65) individuals applied for this position: Eighteen (18) White males; Three (3) White females; One (1) Hispanic male; Thirty-Two (32) Other males; Nine (9) Other females; and Two (2) Unknown males.

Thirty-Two (32) applicants were determined to be not qualified: Seven (7) White males; One (1) White female; One (1) Hispanic male; Nineteen (19) Other males; and Four (4) Other females. These candidates either submitted incomplete applications or did not meet the degree requirement.

- The **not qualified Hispanic male** candidate did not submit a complete application.

Twenty-Eight (28) applicants were found to be minimally qualified: Ten (10) White males; Two (2) White females; Eleven (11) Other males; Four (4) Other females; and One (1) Unknown male. The minimally qualified applicants either were ABD or they did not meet any of the preferred qualifications.

- The **minimally qualified Unknown male** was ABD. He also met only the required but none of the preferred qualifications.

Five (5) applicants were determined to be qualified and were considered finalists: One (1) White male; Two (2) Other males; One (1) Other female; and One (1) Unknown male.

One (1) Other male was hired for this position.

- The **selected Other male** has his PHD and met the required and preferred qualifications. His specialties are in GIS, GIS applications in crime mapping, urban planning and web GIS which met the needs of the department. He has three years of full-time and five years of part-time teaching experience. He has a considerable publication record (seven publications) with peer-reviewed journal publications in print, in press and under review. His research and outreach experiences in small towns and communities will help CCSU students get internships and employment opportunities. His teaching and research presentation in two undergraduate classes at CCSU showed the committee his ability to relate well to students and engage them in class.
- The **non-selected Unknown male** failed to respond to several requests to provide a list of references; therefore, he was not invited for an on-campus interview.

The affirmative action goal for Other female has been met in search C13-033.

15. ASSISTANT PROFESSOR – MUSIC (C13-044)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Assistant professor in Music. Advertisements and/or announcements were placed in the *College Music Society; Attendance at CMS and NASM conferences; and Attendance at Mountain Lake Colloquium and posted on list SRU*. The successful candidate will be considered for activities including the following: demonstrated research and creative activity through regional and national performances, presentations, recordings and/or publications, and in addition to effective teaching. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Completed doctorate in Music by date of appointment
- Three years of proven success in public school music teaching
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Successful college teaching experience in Music
- Demonstrated success in all facets of university choral programs, including the recruitment and retention of quality students, establishing and maintaining positive relationships with public school choral directors, and university/community constituents
- Demonstrated musical, financial, and administrative success with college and/or high school choral ensembles

Forty-Five (45) individuals applied for this position: Thirty (30) White males; Nine (9) White females; One (1) Black male; One (1) Hispanic male; One (1) Hispanic female; Two (2) Other males; and One (1) Other female.

Sixteen (16) applicants were determined to be not qualified: Six (6) White males; Five (5) White females; One (1) Hispanic male; One (1) Hispanic female; Two (2) Other males; and One (1) Other female. These candidates either did not meet the degree requirement or did not have three years of public school teaching experience and/or submitted incomplete applications.

- The **not qualified Hispanic male** did not submit a complete application.

Seventeen (17) applicants were found to be minimally qualified: Thirteen (13) White males; Three (3) White females; and One (1) Black male. These minimally qualified candidates did not have the musical, financial or administrative experience or the evaluation of their video demonstration did not indicate positive changes as a result of effective conducting techniques. No goal candidates remained in this pool.

Twelve (12) applicants were determined to be qualified and were considered finalists: Eleven (11) White males and One (1) White female.

One (1) White male was hired for this position.

The **selected White male** met all required qualifications. During the rehearsal portion of the interview, there were positive changes in the sound and musicianship of the ensembles that he conducted, giving evidence that he is capable of moving the quality of our choral groups forward. In the conversations that he had, both in the interview portion and informally, he asked extensive questions about the students, their career preparation, our relationship with the school of education, and areas that we see are in need of growth or development. During a research presentation, in addition to a talk on the

relationship between text and rhythmic structure, he listed published compositions and arrangements of choral music as well as described his extensive work as an editor for a prestigious publishing house for choral music. His ideas for recruitment were concrete, using current methods such as social media and reaching students both on and off campus.

The affirmative action goals for White females (C13-031 & C13-047) have been met; no goal candidates remained in the finalist pool

16. ASSISTANT PROFESSOR – SOCIOLOGY (C13-048)

Selection: **One (1) Hispanic Female**

The University conducted a search to recruit for this Assistant in Sociology. Advertisements and/or announcements were placed in the *American Sociological Association Job Bank; Ph.D. granting institutions; historically black institutions nationally; and Association for Black Sociologists Listserv*. The successful candidate will teach undergraduate courses in Sociology and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Sociology is required at the time of appointment with a teaching and research focus in the Sociology of Health and Illness or Aging
- Demonstrated teaching excellence
- Commitment to scholarship

Preferred Qualifications: Additional consideration will be given to candidates who can contribute to the one or more of the university's interdisciplinary programs in Caribbean studies, Latin American studies, Latino studies, African-American studies, or African studies.

Twenty-Eight (28) individuals applied for this position: Three (3) White males; Ten (10) White females; Two (2) Black males; Three (3) Black females; One (1) Hispanic male; One (1) Hispanic female; One (1) Other male; Five (5) Other females; One (1) Unknown male; and One (1) Unknown female.

Twenty (20) applicants were determined to be not qualified: Two (2) White males; Seven (7) White females; Two (2) Black males; One (1) Black female; One (1) Hispanic male; One (1) Other male; Four (4) Other females; One (1) Unknown male; and One (1) Unknown female. These candidates either had no teaching experience or did not have teaching experience in the area sought.

- The **Hispanic male and the Unknown male** did not have teaching experience in the area sought.

Four (4) applicants were found to be minimally qualified: One (1) White male; One (1) White female; One (1) Black female; and One (1) Other female. These candidates did not have experience in the interdisciplinary areas sought. No goal candidates remained in this pool.

Four (4) applicants were determined to be qualified and were considered finalists: Two (2) White females; One (1) Black female; and One (1) Hispanic female.

One (1) Hispanic female was hired for this position.

The **selected Hispanic female** met the required and preferred qualifications. She has an extensive (over six years) teaching experience including one year of experience at CCSU. She has a good publication record (four published publications and three in progress, and 12 publications). She would contribute significantly to curriculum both within the discipline and in the interdisciplinary program of Latino Studies and she would be able to serve as a mentor to the Latino students.

A Black female was offered the position but declined the offer.

The affirmative action goals for White female (C13-031 & C13-047) and Black female (C12-077) have been met.

17. ASSISTANT PROFESSOR – ART (C13-051)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Assistant in Art. Advertisements and/or announcements were placed in the *National Art Education Association; College Art Association; Chronicle of Higher Education; HigherEdJobs.com; Hispanic Outlook; and Diverse*. The successful candidate will have an understanding of the K-12 classroom environment; a commitment to student-centered instruction; and a willingness to collaborate in ongoing art teacher preparation research. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- MFA, Doctorate in Art Education preferred
- Active and ongoing research in art education
- Strong background in studio-based practice
- Knowledge of contemporary art and art education theories and recent national educational trends: comprehensive models of art education, NAEA initiatives, and issues in general education, such as assessment and standards-based learning
- Commitment to serving a culturally, ethnically and linguistically diverse community
- Three years K-12 public school art teaching experience
- Experience with the application of current and emerging technologies

Preference will be given to applicants with an in-depth knowledge or demonstrated experience in three or more of the following areas.

1. Teaching grades K-12 art in multicultural, urban, and culturally diverse public school
2. Two years teaching college level art education courses that involves diverse populations
3. Studio expertise in art-based digital technologies; and/or,
4. Collaborative interdepartmental university programs

Forty-Six (46) individuals applied for this position: Eight (8) White males; Twenty-two (22) White females; One (1) Black male; Two (2) Black females; One (1) Hispanic male; Two (2) Hispanic females; One (1) Other male; Five (5) Other females; Two (2) Unknown males; and Two (2) Unknown females.

Thirty-Eight (38) applicants were determined to be not qualified: Six (6) White males; Twenty (20) White females; One (1) Black male; One (1) Black female; Two (2) Hispanic females; One (1) Other male; Four (4) Other females; Two (2) Unknown males; and One (1) Unknown female. These candidates either did not meet the degree requirement, the three years of K-12 public teaching experience, and/or did not have art education experience.

- The **two (2) Unknown males** did not have the three years K-12 public school teaching experience.

No other goal candidates remained in the pool as the affirmative action goals for White females (C13-031 & C13-047), Black male (C13-046), Black female (C12-077), Other female (C13-033) have been met.

Two (2) applicants were found to be minimally qualified: One (1) White female; and One (1) Unknown female. These candidates met the required qualifications; however, they had either less than one year of teaching experience in the college setting. All female goals have been met. No goal candidates remained in this pool.

Six (6) applicants were determined to be qualified and were considered finalists: Two (2) White males; One (1) White female; One (1) Black female; One (1) Hispanic male; and One (1) Other female.

One (1) White male was hired for this position.

- The **selected White male** met all the required and preferred qualifications. He has 17 years of K-12 experience and ten years of college teaching experience. He was the only candidate with experience with the State of Connecticut Trace Maps Project under the State's Improvement Initiative.
- The **non-selected Hispanic male** met the required and three of the four preferred qualifications. He had ten years of K-12 teaching experience and two years of college teaching experience. Although his references stated he had strong studio practices, they expressed concerns about his interpersonal skills and his ability to work/teach with large groups.

The affirmative action goals for Black female (C12-077), Other female (C13-033) and White females (C13-031 & C13-047) have been met.

18. ASSISTANT PROFESSOR—PHILOSOPHY (C13-053)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Assistant in Philosophy. Advertisements and/or announcements were placed in the Jobs for Philosophers; *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*.

Central Connecticut State University invited applications for a full-time, tenure-track position in the Philosophy department. The successful candidate will teach undergraduate courses and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Philosophy (completion of the Ph.D. is required by August 2013)
- Areas of specialization/Area of competency: Asian philosophy and philosophy of religion
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualification: College teaching experience

Sixty-Five (65) individuals applied for this position: Thirty-Two (32) White males; Three (3) White females; Three (3) Hispanic males; One (1) Hispanic female; Eleven (11) Other males; Six (6) Other females; Eight (8) Unknown males; and One (1) Unknown female.

Fifty-Five (55) applicants were determined to be not qualified: Twenty-Six (26) White males; Two (2) White females; Two (2) Hispanic males; One (1) Hispanic females; Ten (10) Other males; Six (6) Other females; Seven (7) Unknown males; and One (1) Unknown female. These candidates either did not meet the area of specialization/competency or did not meet the degree requirement.

- **Three (3) Unknown males** did not meet the degree requirement.
- **Two (2) Hispanic males** and **four (4) Unknown males** did not meet the specialization/competency requirement.

Five (5) applicants were found to be minimally qualified: Two (2) White males; One (1) White female; One (1) Other male; and One (1) Unknown male. These candidates were ABD and/or did not meet the area of specialization required.

- The **Unknown male** was ABD and would not complete degree by August 2014.

Five (5) applicants were determined to be qualified and were considered finalists: Four (4) White males; and One (1) Hispanic male.

One (1) White male was hired for this position.

- The **selected White male** met the required and preferred qualifications with two years of full-time and three years of part-time teaching experience. He has numerous publications in Asian philosophy and philosophy of religion including a book, four book chapters, nine refereed journals and two in progress, 25 presentations, etc.
- The **Hispanic male** was offered the position but declined the offer.

There were no other goal candidates in the finalist pool.

19. ASSISTANT PROFESSOR - ECONOMICS (C13-055)

Selection: **One (1) White Female**

The University conducted a search to recruit for this Instructor in Economics. Advertisements and/or announcements were placed in the *American Society of Hispanic Economist ListServ*; *National Economic Association ListServ*; *Union for Radical political Economic ListServ*; *Economics Graduate Student Organization of UMass-Amherst ListServ*; *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*. The successful candidate's responsibilities include teaching introductory and upper-division undergraduate courses, engaging in scholarly research leading to refereed publications, serving on departmental and university committees, advising students, and participating in allied professional activities. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Economics, by June 2013, with primary specialization in Health Economics
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- A secondary specialization in aging
- Evidence of demonstrated effectiveness in teaching as a primary instructor at the undergraduate level, scholarly research, and professional activity commensurate with experience

Eighteen (18) individuals applied for this position: Six (6) White males; Three (3) White females; Six (6) Other males; and Three (3) Other females.

Seven (7) applicants were determined to be not qualified: Four (4) White males; Two (2) Other males; and One (1) Other female. These candidates either submitted incomplete applications or did not meet the degree requirement or area of specialization. No goal candidates remained in this pool.

Seven (7) applicants were found to be minimally qualified: One (1) White male; One (1) White female; Four (4) Other males; and One (1) Other female. These candidates did not have the secondary area of specialization. No goal candidates remained in this pool.

Four (4) applicants were determined to be qualified and were considered finalists: One (1) White male; Two (2) White females; and One (1) Other female.

One (1) White female was hired for this position.

The **selected White female** met the required and preferred qualifications. She has four years of teaching experience as an assistant professor and has four peer-reviewed publications and five conference presentations. Her teaching and scholarly interests would enhance the department's academically through new courses in health, welfare or public economics as well as the university's interdisciplinary programs in gerontology. During her teaching demonstration she was clear, concise, engaging and understandable to students.

The affirmative action goal for White female (C13-031 & C13-047) and Other female (C13-033) have been met.

20. ASSISTANT PROFESSOR – ECONOMICS (C13-056)

Selection: **One (1) Black Male**

The University conducted a search to recruit for this Assistant in Economics. Advertisements and/or announcements were placed in the *American Society of Hispanic Economists ListServ*; *National Economic Association*; *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*.

Responsibilities include teaching introductory and upper-division undergraduate courses, engaging in scholarly research leading to refereed publications, serving on departmental and university committees, advising students, and participating in allied professional activities. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Economics, by June 2013, with primary specialization in Economic Development
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- A secondary specialization in Latin America; Caribbean or Environmental Economics
- Evidence of demonstrated effectiveness in teaching as a primary instructor at the undergraduate level, scholarly research, and professional activity commensurate with experience

Forty-Nine (49) individuals applied for this position: Eight (8) White males; Four (4) White females; Twelve (12) Black males; Two (2) Black females; Four (4) Hispanic males; One (1) Hispanic female; Ten (10) Other males; Six (6) Other females; and Two (2) Unknown males.

Thirty-Four (34) applicants were determined to be not qualified: Five (5) White males; One (1) White female; Eleven (11) Black males; One (1) Black female; Four (4) Hispanic males; Seven (7) Other males; Four (4) Other females; and One (1) Unknown male. These candidates either submitted incomplete applications or did not meet the degree requirement.

- Of the **four (4) Hispanic male candidates**, three submitted incomplete applications and the fourth Hispanic male did not meet the degree requirement.
- The **Unknown male** submitted an incomplete application.

Nine (9) applicants were found to be minimally qualified: Two (2) White males; Three (3) White females; Two (2) Other males; One (1) Other female; and One (1) Unknown male. These candidates did not meet the secondary specialization preferred requirement in Latin America, Caribbean or environmental economics.

- The **Unknown male** also did not meet the secondary specialization an area of need for the department.

Six (6) applicants were determined to be qualified and were considered finalists: One (1) White male; One (1) Black male; One (1) Black female; One (1) Hispanic female; One (1) Other male; and One (1) Other female.

One (1) Black male was hired for this position.

The **selected Black male** met the required and preferred qualifications. He has five years of teaching experience as an instructor. His research and teaching interests match the needs of the department. His teaching demonstration was on crime and development; the lecture was well-received by the students and he was able to interact with them in a short period of time. He is currently teaching a similar course load (4/4 per semester) at another institution that is required at CCSU.

The affirmative action goals for Black male (C13-046), Black female (C12-077) and Other female (C13-033) have been met.

21. ASSISTANT PROFESSOR – NURSING (C13-057)

Selection: **One (1) White Female**

The University conducted a search to recruit for this Assistant in Nursing. Advertisements and/or announcements were placed in the *Minority Nurse*; *AACN Website*; *HigherEdJobs.com*; *networking*; *E-mail to nurse graduate programs and Conference attendance distribution*. The successful candidate will teach undergraduate courses in the BSN and RN/BSN levels, and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Master's degree in Nursing
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Baccalaureate teaching experience along with recent clinical experience
- Doctorate in Nursing or a related discipline
- Eligibility for Connecticut RN and/or APRN licensure
- Experience in adult health or gerontology

Eleven (11) individuals applied for this position: Eight (8) White females; One (1) Hispanic female; and Two (2) Unknown females.

Eight (8) applicants were found to be minimally qualified: Six (6) White females and Two (2) Unknown females. These candidates did not meet the degree, baccalaureate teaching experience and/or they did not have experience with adult health or gerontology. No goal candidates remained in the pool.

Three (3) applicants were determined to be qualified and were considered finalists: Two (2) White females and One (1) Hispanic female. These candidates did not have one or more of the following: enrolled in a doctoral program, BSN teaching experience and/or adult or gerontology experience. No goal candidates remained in this pool.

One (1) White female was hired for this position.

The **selected White female** met the required and three of the four preferred qualifications for the position however she is currently completing her doctoral in nursing practice. She has three years of teaching experience at CCSU as an adjunct faculty member teaching in health assessment within the

clinical lab and has taught several nursing core courses and clinical practicum in the sophomore and senior levels.

The affirmative action goal for White female has already been met in search C13-031 & C13-047; there were no other goal candidates in the finalist pool.

22. ASSISTANT PROFESSOR - PHYSICAL EDUCATION & HUMAN PERFORMANCE (C13-060)

Selection: **One (1) White Female**

The University conducted a search to recruit for this Assistant in Physical Education and Human Performance. Advertisements and/or announcements were placed in the *AAHPERD Career Link*; *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*. The successful candidate will engage in the preparation of physical education teachers and have an expertise in motor learning, motor development, supervision of student teachers, methods of teaching team sports, racquet sports and/or golf. Candidates are expected to be committed to multiculturalism and working with diverse students.

Required Qualifications

- Doctorate in education with a physical education emphasis or closely related field preferred, active doctoral candidates with an expected completion by fall 2015 will be considered
- Record of creative activity or research

Preferred Qualifications

- One year college teaching experience
- One year Pre K–12 physical education teaching experience
- Experience as a cooperating teacher and/or university supervisor

Thirty-One (31) individuals applied for this position including: Eleven (11) White males; Seven (7) White females; One (1) Black male; One (1) Hispanic female; Seven (7) Other males; Two (2) Other females; One (1) Unknown male; and One (1) Unknown female.

Eight (8) applicants were determined to be not qualified: Six (6) White males; One (1) White female and One (1) Hispanic female. These candidates either did not meet the degree requirement or submitted incomplete applications. No goal candidates remained in this pool.

Four (4) applicants were found to be minimally qualified: One (1) White female; One (1) Other male; One (1) Other female; and One (1) Unknown female. These candidates met the required qualifications but did not have the PreK-12 teaching experience or the experience as cooperating teacher or university supervisor. No goal candidates remained in this pool.

Nineteen (19) applicants were determined to be qualified and were considered finalists: Five (5) White males; Five (5) White females; One (1) Black male; Six (6) Other males; One (1) Other female; and One (1) Unknown male.

One (1) White Female was hired for this position.

- The **selected White female** met all the required and preferred qualifications for the position. She has 21 years of physical education teaching experience with 14 years at the elementary level and seven years at the secondary level in Connecticut at a public school setting. During the last seven years in the public schools, she has served as a cooperating teacher for student teachers. She has also taught for one year as an emergency faculty appoint at CCSU.

- The **non-selected Unknown male** met the required and two of the preferred qualifications. He has approximately 10 years college teaching experience; however, he has only two years of PreK-12 teaching experience in a private school setting. During telephone interview, he gave brief or incomplete responses to some of the questions and failed to provide examples.

The affirmative action goals for White female, (C13-031 & C13-047) Black male (C13-046) and Other female (C13-033) have been met.

23. ASSISTANT PROFESSOR - ENGLISH (C13-061)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Assistant professor in English. Advertisements and/or announcements were placed in the *Chronicle of Higher Education*; *MLA Job Information List*; *WPA Listserv*; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*. The Department of English at Central Connecticut State University sought to fill a tenure-track position at the Assistant Professor level to teach developmental writing and to build and eventually direct a new developmental writing program. In addition to teaching, responsibilities include taking a leadership role in developing curriculum, placement, assessment and faculty training for a one-semester developmental writing course, a freshman writing course with embedded remediation, and a summer intensive developmental writing program. Additional responsibilities include publication, student advising, and other service to the department and university. Opportunities to teach courses outside the developmental writing program exist as well. We are particularly interested in hiring a faculty member with an active scholarly agenda in developmental writing theory and practice at the college level. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Composition and Rhetoric or related field by date of appointment;
- Two years of full-time experience (or equivalent) teaching developmental writing
- Evidence of scholarship in the field
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Experience developing and/or administering a writing or developmental writing program
- Experience training and supervising writing faculty or tutors
- Desired secondary specializations include: digital writing/literacy; writing education (grades 6-12); professional writing; ESL/ESOL

Twenty-five (25) individuals applied for this position: Eight (8) White males; Eight (8) White females; One (1) Black male; One (1) Hispanic male; Three (3) Other males; Three(3) Unknown males; and One (1) Unknown/Unknown.

Thirteen (13) applicants were determined to be not qualified: Four (4) White males; Three (3) White females; One (1) Black male, One (1) Other male, Three (3) Unknown males and One (1) Unknown/Unknown. Of these thirteen applicants five (5) submitted incomplete applications, seven (7) applications did not show the required scholarship in the field, and one (1) did not have the required degree.

- The **Unknown/unknown** submitted an incomplete application.
- Of the **three Unknown males** one submitted an incomplete application and the other two did not indicate the required experience related to scholarship in the field in their applications.

Eight (8) applicants were found to be minimally qualified: Two (2) White male; Three (3) White female, One (1) Hispanic male and Two (2) Other males. These candidates were deemed minimally qualified as they met all the required qualifications, however, they did not have all preferred qualifications.

- The **Hispanic male goal candidate** did not have experience administering a writing development program.

Four (4) applicants were determined to be qualified and were considered finalists: Two (2) White male and Two (2) White females.

One (1) White male was hired for this position.

- The **selected White male** met all required and preferred qualifications. He also has experience developing a developmental writing program for international students at his current institution, training writing faculty (having taught a graduate-level training course for developmental writing instructors). He also has experience in secondary specialized areas of digital literacy, professional writing, and ESL. He has good experience working with students making the transition to college life and representing a writing program and writing generally, to a campus community.

The affirmative action goals for White female, (C13-031 & C13-047) Black male (C13-046) and Other female (C13-033) have been met.

COACHING STAFF

Short-Term

2 Black Males
1 Black Female
1 Hispanic Male
1 Other Male

Long-Term

1. Part-Time to Full-time Coaching Transitions

Selection: **Three (3) White Males, Two (2) White Females, and One (1) Black Female.**

During the reporting period, the University athletics department was allocated funding to convert six part-time coaching positions into full-time coaching positions. Since these individuals were already performing the functions of the coaching position and given their success in their part-time roles, a request was made to approve the transition of these six part time employees into full-time positions within their respective positions. After consultation with the CHRO on or about July 2013, the Office of Diversity and Equity was given the approval to make these transactions, but a programmatic goal would be established to ensure equal access to employment within the athletic department. The goal for the 2014-2015 AA Plan shall state that all coaching positions (permanent, temporary, full-time or part time) shall follow the traditional CCSU search process for unclassified positions (see section 46a-68-44 Program Goals And Timetables of this AA Plan for more information on this goal).

1. After serving the last five years as CCSU's part time head men's golf coach, this White male's position was made full-time. He has achieved back-to-back New England championships in 2011 and 2012. In 2013, the team saw their first finish at St. Peter's Invitational coming in second. He brings 30+ years of golf experience.
2. After serving the last four years as a CCSU part-time assistant baseball coach, this White male's position was made full time. He helped the team to their most recent title in 2010, when they put together the most productive offense season in school history, with a 33-23 record. They

won their fourth NEC title in 2010. In 2012 the team finished 28-24 overall and 19-13 in the NEC, making it to their seventh consecutive NEC tournament.

3. After serving the last four years as a CCSU part-time assistant men's basketball coach, this White male's position was made full-time. In his four years, he has assisted the team to an NEC tournament appearance each year. In total, the Blue Devils have gone 15 straight seasons with an NEC tournament appearance, the longest streak in the league. He has been an assistant coach when a sophomore reached 1000 point mark faster than any other CCSU player and earned player of the year and later became the school's all-time leading scorer. Under the direction of the head coach, he had helped the team win over 250 games.
4. Although this White female only served one year as the assistant softball coach by the time her position was transitioned into full time; she successfully helped her team to their best season on record in 2013. As a part time coach, she helped the team set their third consecutive record for the number of games won in a season (36), become NEC regular season co-champions, and win their first ever NEC Conference title. Both she and the head coach earned the title of NEC coaching staff of the year.
5. After service the last two years at CCSU's part-time and only head women's golf coach, this White female's position transitioned to full-time. In her second year with the Blue Devils, she was named NEC coach of the year. In the same year, the team finished second in the conference, their best finish to date. Under the direction, the team has won the Mount Saint Mary's Invitational for the last two years.
6. Although only serving one year as the assistant women's basketball coach this Black female's position was transitioned into full-time. **This transaction achieved the goal for Black female in this category.** In her first season as an assistant coach, the team won 16 games: the fifth most in CCSU's 27 year D1 history. Under her guidance a senior was named to COSIDA'S Capitol One Academic Team and the NEC First Team. The team saw success as they made it to the NEC for the fourth time in the last five years, finishing fourth in the conference.

2. ASSISTANT MEN'S SOCCER COACH A – ATHLETICS (C13-049)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Assistant Soccer Coach in Athletics. Advertisements and/or announcements were placed in the *NCAA Website; National Soccer Coaches Association of America; Internal internet Posting; HigherEdJobs.com; Hispanic Outlook; and Diverse*. The successful candidate will be responsible to assist in the organization and administration of all aspects of the men's soccer program. Responsibilities include, but are not limited to, recruitment and development of student-athletes, ensuring academic progress and graduation; assisting in scheduling and travel arrangements, ensuring compliance with all NCAA, NEC and University rules and regulations and participation in fund raising events. The Assistant Coach will be expected to work cooperatively and effectively with the staff and personnel of the department and University. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor of Science/Arts degree
- Three years of coaching and/or playing experience at the college level in the sport of men's soccer and an understanding of NCAA rules compliance or in lieu of college level coaching experience, a

combination of four years of coaching experience at the high school, college, professional or national team level and playing experience at the college, professional or national team level in the sport of men's soccer will be considered

Preferred Qualifications

- Master's degree
- Prior experience with recruiting, skill instruction, practice/game plan development, and administrative responsibilities in the sport of men's soccer
- Experience in a Division I men's soccer program
- Excellent organization and communication skills

One Hundred Seventy-One (171) individuals applied for this position: One Hundred Thirty-Four (134) White males; Twenty-One (21) Black males; Ten (10) Hispanic males; One (1) Other male; and Five (5) Unknown males.

One Hundred Thirty-Three (133) applicants were determined to be not qualified: One Hundred-Two (102) White males; Seventeen (17) Black males; Nine (9) Hispanic males; One (1) Other male, and Four (4) Unknown males. These applicants either did not meet the three years of college level coaching experience or submitted incomplete applications

- **Seventeen (17) Black males, Nine (9) Hispanic males, One (1) Other male and the Four (4) Unknown males** did not meet the three years of experience or equivalent.

Twenty-Two (22) applicants were found to be minimally qualified: Seventeen (17) White males; Four (4) Black males; and One (1) Unknown male. All of these candidates met the required qualifications but did not have Division 1 collegiate coaching experience.

Sixteen (16) applicants were determined to be qualified and were considered finalists: Fifteen (15) White males; and One (1) Hispanic male. These applicants had the 3+ years of experience and D1 college coaching experience.

One (1) White male was hired for this position.

- The **selected White male** was extremely prepared and answered all questions with the utmost professionalism. His answers were clear and concise and certainly exhibited his overall coaching experience throughout the interview. This candidate had the most Division 1 experience of all the candidates with seven years. While coaching at a division one school, he gained experience with recruitment of athletes and administrative experience in the sport of men's soccer. He has coached at both the university and professional levels with over 11 years of experience. He is currently the assistant coach at Southern Connecticut State University and the head Coach of AZUL of the United Soccer League. He has experience in New England including Connecticut.
- The **non-selected Hispanic male** has only one year of Division 1 experience and only three years of college coaching experience. He has never recruited off campus and has little experience in identifying and evaluating student athletes at the Division 1 level. He admitted during questioning that he has never run a team practice or skill session on his own without supervision.

3. HEAD COAH II WOMEN'S LACROSSE – ATHLETICS (C13-076)

Selection: **One (1) White Female**

The University conducted a search to recruit for this Head Lacrosse Coach in Athletics. Advertisements and/or announcements were placed in the *NCAA*; *USLacrosse.org*; *HigherEdJobs.com*; *Diverse*; *Chronicle of Higher Education*; and *DAS*.

Central Connecticut State University invites applications for a full-time, Head Women's Lacrosse Coach, Coach II, in the Department of Intercollegiate Athletics. The successful candidate will be responsible to assist in the organization and administration of all aspects of the Women's Lacrosse program. Responsibilities include, but are not limited to, recruitment and development of student-athletes, ensuring academic progress and graduation; coordinating scheduling and travel arrangements, ensuring compliance with all NCAA, NEC and University rules and regulations and participation in fund raising events. The Head Coach will be expected to work cooperatively and effectively with the staff and personnel of the Department and University. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree
- Three years of coaching and/or playing experience at the college level in the sport of women's lacrosse and an understanding of NCAA rules compliance. In lieu of college level coaching experience, a combination of four years of coaching experience at the high school, professional or national team level and playing experience at the college, professional or national team level in the sport of women's lacrosse will be considered

Preferred Qualifications

- Master's degree
- Prior experience with recruiting, skill instruction, practice/game plan development, and administrative responsibilities in the sport of women's lacrosse
- Experience in a Division I women's lacrosse program as a coach or student athlete
- Excellent organization and communication skills

Twenty-three (23) individuals applied for this position: Five (5) White males; Fifteen (15) White females; One (1) Black female; and Two (2) Hispanic females.

Nine (9) applicants were determined to be not qualified: Three (3) White males; Four (4) White females; One (1) Black female; and One (1) Hispanic female. These candidates either did not have Division 1 experience or the three year's coaching experience. No goal candidates remained in this pool as the goal for Black female had previously been achieved.

Six (6) applicants were found to be minimally qualified: Two (2) White males and Four (4) White females. These candidates did not have Division 1 coaching experience. There were no goal candidates in the minimally qualified applicants.

Eight (8) applicants were determined to be qualified and were considered finalists: Seven (7) White females; and One (1) Hispanic female.

One (1) White female was hired for this position.

- **The selected White female** met the required and preferred qualifications. She has 7+ years of experience as a head lacrosse coach including coaching at two Division 1 schools as head coach. She

has won a conference championship and has extensive recruiting experience. In her last four seasons her win loss record was 38 wins and 31 losses.

A **White female** was initially offered the position but declined the offer.

There were no other goal candidates remaining in the pool.

4. HEAD FOOTBALL COACH (C14-038)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Head Football Coach in Athletics. Advertisements and/or announcements were placed in the *Black Coaches Association; American Football Coaches Association; Diverse; Higher Ed Jobs; NCAA News; and Hispanic Outlook*. The successful candidate will be responsible for the overall organization and administration of all aspects of the football program. Responsibilities include, but are not limited to; recruitment and development of student-athletes, ensuring academic progress and graduation, budget development and management, oversight of scheduling and travel arrangements, ensuring compliance with all NCAA, NEC and University rules and regulations. The Head Coach will be expected to work cooperatively and effectively with departmental and institutional staff in fundraising initiatives and serve as an ambassador for the University. This position requires impeccable personal and professional integrity, an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

CCSU is an NCAA Division I institution competing in the Football Championship Subdivision as a full member of the Northeast Conference and is eligible for the NEC's automatic qualification to the NCAA FCS playoffs. CCSU currently supports 360 student-athletes across 18 intercollegiate programs and has a rich athletics tradition and history of success. Blue Devil Athletics embraces core values of Hard Work, Commitment, Dedication, Determination, Passion, Pride, and Family!

Required Qualifications

- Bachelor's degree
- Three years of football coaching experience at the collegiate or professional level
- Ability to establish a good rapport and effective working relationships with student-athletes, parents, administrators, faculty, staff and the community

Preferred Qualifications

- Master's degree
- Previous coaching experience in Division I as a full-time head or assistant coach
- Proven success recruiting high-level student-athletes
- Proven track record of NCAA compliance and academic integrity
- Demonstrated ability to develop student-athletes holistically in their quest for excellence - academically, athletically and socially
- Proven administrative and organizational skills

Eighty-Three (83) individuals applied for this position: Forty-Eight (48) White males; Thirty-Two (32) Black males; One (1) Other male; and Two (2) Unknown males.

Twenty-Four (24) applicants were determined to be not qualified: Thirteen (13) White males; Ten (10) Black males; and One (1) Unknown male. These applicants did not meet the three years of coaching experience requirement, did not indicate how they met the degree requirement, submitted an

incomplete application, and/or did not address the required ability to establish rapport with stakeholders.

- Seven (7) Black males and one (1) Unknown male candidates did not meet the required three years of college or professional coaching experience
- One (1) Black male candidate did not have the required bachelor's degree
- One (1) Black male candidate did not address the required ability to establish rapport with stakeholders in his application documents
- One (1) Black male submitted an incomplete application

Forty-Four (44) applicants were found to be minimally qualified: Twenty-Two (22) White males; Twenty (20) Black males; One (1) Other male; and One (1) Unknown male. The applicants deemed minimally qualified met the required qualifications for the position; however, they either did not possess three or more years previous coaching experience in division 1 as a full-time head coach (HC) or assistant coach (including Offensive Coordinator (OC) and/or Defensive Coordinator (DC) coaching positions) and/or did not have recent team success as a coach (wins versus losses).

- Eleven (11) Black male goal candidates had fewer than three years HC/OC/DC coaching experience at the Division 1 level.
- Four (4) Black male, 1 Other male and 1 Unknown male goal candidates did not have any Division 1 coaching experience.
- Five (5) Black male goal candidates did not have recent success (wins versus losses) in recent positions held.

Fifteen (15) applicants were determined to be qualified and were considered finalists: Thirteen (13) White males and Two (2) Black males. These applicants met all required qualifications and four or more of the preferred qualifications including 3+ years division 1 coaching at the head or assistant coach (including OC/DC coaching experience) and recent success (wins versus losses) in recent positions held.

One (1) White male was hired for this position.

- The **selected White Male** has 19 years of college coaching experience at five universities. He has been a head coach for the last five years with an overall record of 40-12. He has coached in two NCAA championship playoffs in 2011 and 2012. He won three consecutive Northeast 10 titles in 2010, 2011 and 2012. He was the former Associate Head Football Coach at the University at Albany (Division 1 School), a former member of the Northeast Conference. He has extensive in-state (Connecticut) recruiting experience and has helped fund raise around 2.5 million dollars to build a new stadium at his current coaching position at the University of New Haven.
- The first **non-selected Black Male** has 23 years of college coaching experience serving seven years in the administrative position of defensive coordinator; however he has never been a head coach. He has no recruiting experience in the Northeast which is problematic in the opinion of the search committee. His answers to several questions, including team rules and academics, were not very detailed and lacked organization. He did not talk about an overall plan for academics including team study hall hours, mentoring program and the responsibility of the head coach to make sure that a plan is carried out. He felt that it was more of a responsibility of the assistant coaches; however at CCSU it was one of the major job functions of a head coaches. He also has very little experience with fund raising which is an important aspect of this position.
- The second **non-selected Black Male** has 16 years of college coaching experience at eight different universities including serving as head coach for years at two universities. He was extremely organized in his presentation to the committee and appeared to do a tremendous amount of research which was apparent in the way he answered many of the questions. He also believed and

spoke about being a good mentor and positive role model for his student athletes. He talked about his plan to ensure that his student athletes graduated and was successful academically. He articulated a clear plan for recruiting and staff development. He did an adequate job in demonstrating and teaching his subject area in the committee's opinion. The committee had some concern that his record this past year in his current position was just 1-10 (wins to losses) as head coach.

5. Assistant Football Coach (C14-039)

Selection: **Two (2) White Males and One (1) Hispanic Male.**

The University conducted a search to recruit for this Assistant Head Football Coach in Athletics. Advertisements and/or announcements were placed in the *Black Coaches Association; American Football Coaches Association; Diverse; Higher Ed Jobs; NCAA News; and Hispanic Outlook.*

Central Connecticut State University invites applications for full-time and part-time, Assistant Football Coaches in the Department of Intercollegiate Athletics. The successful candidates will be responsible to assist in the organization and administration of all aspects of the football program. Responsibilities include, but are not limited to, recruitment and development of student-athletes, ensuring academic progress and graduation; assisting in scheduling and travel arrangements, ensuring compliance with all NCAA, NEC and University rules and regulations and participation in fund raising events. The Assistant Coach will be expected to work cooperatively and effectively with the staff and personnel of the department and University. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

CCSU is an NCAA Division I institution competing in the Football Championship Subdivision as a full member of the Northeast Conference and is eligible for the NEC's automatic qualification to the NCAA FCS playoffs.

Required Qualifications

- Bachelor's Degree
- Previous coaching experience in the sport of football

Preferred Qualifications

- Master's degree
- Previous coaching experience and experience in Division I as a coach or student-athlete
- Proven track record of NCAA compliance and academic integrity

Three Hundred Forty-Eight (348) individuals applied for this position including: Two Hundred Twelve (212) White males; One (1) White female; One Hundred Four (104) Black males; Twelve (12) Hispanic males; Three (3) Other males; and Sixteen (16) Unknown males.

Fifty-One (51) applicants were determined to be not qualified: Twenty-Four (24) White males; One (1) White female; Nineteen (19) Black males; Three (3) Hispanic males; One (1) Other male; and Three (3) Unknown males. These candidates were deemed not qualified for the one or more of the following reasons: they did not meet one or more of the required qualifications for this position, one had a violation in their previous position that would disqualify them for this position, they were only interested in part time positions and/or they submitted incomplete applications.

- Five (5) Black males, One (1) Hispanic male, One (1) Other male and One (1) Unknown male goal candidates did not have the required coaching experience

- Two (2) Black males, One (1) Hispanic male and One (1) Unknown male goal candidates did not have the required bachelor's degree
- Ten (10) Black males and One (1) Unknown male goal candidate submitted incomplete applications
- One (1) Black male and One (1) Hispanic male were only interested in part-time positions
- One (1) Black male goal candidate met the required qualifications but had an NCAA violation in a previous position that disqualified him from recruiting athletes for one full year.

Two Hundred Eighty-Six (286) applicants were found to be minimally qualified: One Hundred Eighty-One (181) White males; Eighty-Two (82) Black males; Eight (8) Hispanic males; Two (2) Other males; and Thirteen (13) Unknown males. The applicants deemed minimally qualified met the required qualifications for the position; however, they either lacked three years of division 1 or 2 (D1/D2) experience, had no college coaching experience, did not have coaching experience in D1/D2 in the last three years, had a questionable work history (multiple positions in a short period of time), lacked recent success in current position (wins versus losses), withdrew at this phase or were only interested in part-time.

- Thirty four (34) Black males, six (6) Hispanic males , one (1) Other male and seven (7) Unknown males goal candidates had less than three years of division 1 or division 2 experience
- Forty-one (41) Black males, Two (2) Hispanic males, One (1) Other male and Three (3) Unknown male goal candidates did not have any college level coaching experience
- Two (2) Black male goal candidates did not have recent (within the last three years) D1/D2 college coaching experience
- Three (3) Black males and one (1) Unknown male candidates work history was questionable as they changed jobs/positions multiple times within their most recent years of coaching experience.
- One (1) Black male and two (2) Unknown male candidates did not have proven success (wins versus losses) in their current positions,
- One (1) Black male candidate withdrew

Eleven (11) applicants were determined to be qualified and were considered finalists: Seven (7) White males; Three (3) Black males; and One (1) Hispanic male.

Two (2) White males and One (1) Hispanic male were hired for these positions.

- The **selected Hispanic Male** met an affirmative action goal for this category. This applicant initially was interested in a part time position; however, after coming on board as part-time, he expressed interest in the full-time position. He coached on two conference championship teams, and two teams who competed in the NCAA championships. He has extensive experience recruiting in CT and the Northeast. He clearly articulated his commitment to student character and academic success.
- The **first selected White Male** did not meet an affirmative action goal. This applicant has several years of playing experience at the Division I level. In his 3 ½ years of Division II coaching experience, he was part of a staff that won several Northeast 10 Conference championships. He also has experience in the NCAA football playoffs appearing on two different occasions. During his interview, he spoke of his recruiting philosophy and what to look for as personal intangibles in each student athlete. He is very committed to playing an important role in the academic success of his student athletes. He has experience recruiting in both Connecticut and all of the other New England states.
- The **second selected White Male** did not meet an affirmative action goal. He has six years of Division II coaching experience and has been a defensive coordinator at the Division II level. He was extremely successful; he was part of several Northeast 10 Conference Championships and NCAA appearances. He spoke of the type of student athletes that he believed in recruiting and that character was the biggest asset in a potential student athlete. He also spoke about his goal to make

sure that every student athlete he coaches graduates on time. It was clear that academic success and the overall development of his student athletes was very important to him. He has extensive experience recruiting in Connecticut and the New England States.

- The **first non-selected Black Male** was offered and declined the position as he decided to leave the coaching profession. Since he had previously worked at CCSU, he was strongly encouraged to accept but declined after numerous attempts.
- The **second non-selected Black Male** is not currently employed in the field of coaching as he was terminated from his previous position after having two wins and nine losses. He does not have any experience recruiting in the New England or northeast regions in the country. On the questions about academic and recruiting philosophies, he spoke for several minutes without giving a clear and concise answer to the question.
- The **third non-selected Black Male** recently resigned from his previous coaching position after three mediocre (wins-losses: 7-4, 7-4 and 6-5) seasons. In his most current position, his coaching experience was limited to wide receiver's coach. He does not have any recruiting experience in the New England area. When discussing recruitment, this candidate displayed a basic level of knowledge regarding the traits an assistant coach should be looking for while recruiting. While talking about his coaching philosophy, he failed to mention anything regarding the individual development of his student athletes.

No other goal candidates remained in the pool.

PROFESSIONAL/NON-FACULTY

Short-Term

4 White Females
3 Black Females
1 Other Male
3 Other Females

Long-Term

3 Other Females

1. CONTINUING EDUCATION DIRECTOR (C13-009)

Selection: **One (1) White Female**

Eighty-Two (82) individuals applied for this position: Twenty-Six (26) White males; Twenty-Six (26) White females; Four (4) Black males; Thirteen (13) Black females; One (1) Hispanic male; Four (4) Hispanic females; One (1) Other male; Two (2) Other females; Two (2) Unknown males; and Three (3) Unknown females.

Sixty (60) applicants were determined to be not qualified: Seventeen (17) White males; Seventeen (17) White females; Three (3) Black males; Twelve (12) Black females; One (1) Hispanic male; Three (3) Hispanic females; One (1) Other male; Two (2) Other females; Two (2) Unknown males; and Two (2) Unknown females.

Ten (10) applicants were found to be minimally qualified: Three (3) White males; Four (4) White females; One (1) Black male; One (1) Black female; and One (1) Hispanic female.

Twelve (12) applicants were determined to be qualified and were considered finalists: Six (6) White males; Five (5) White females; and One (1) Unknown female.

This hire met the first of four White female affirmative action goals for the University.

2. ACCOUNTING & BUDGET ASSISTANT – ATHLETICS (C13-063)

Selection: **One (1) White Female**

One Hundred Twenty-Six (126) individuals applied for this position: Thirty-Three (33) White males; Forty-Five (45) White females; Fourteen (14) Black males; Nine (9) Black females; Three (3) Hispanic males; Nine (9) Hispanic females; Four (4) Other males; Five (5) Other females; Two (2) Unknown males; and Two (2) Unknown females.

Eighty-Two (82) applicants were determined to be not qualified: Twenty-Four (24) White males; Twenty-Seven (27) White females; Ten (10) Black males; Five (5) Black females; Three (3) Hispanic males; Six (6) Hispanic females; Two (2) Other males; Four (4) Other females; and One (1) Unknown male.

Thirty-Eight (38) applicants were found to be minimally qualified: Eight (8) White males; Fourteen (14) White females; Four (4) Black males; Four (4) Black females; Two (2) Hispanic females; Two (2) Other males; One (1) Other female; One (1) Unknown male; and Two (2) Unknown females.

Six (6) applicants were determined to be qualified and were considered finalists: One (1) White male; Four (4) White females; and One (1) Hispanic female.

This hire met the second of four White female affirmative action goals for the University.

3. SCIENCE TECHNICAL SPECIALIST – CHEMISTRY & BIOCHEMISTRY (C13-065)

Selection: **One (1) White Female**

Forty-Three (43) individuals applied for this position including: Fourteen (14) White males; Sixteen (16) White females; One (1) Black male; Two (2) Black females; Two (2) Hispanic females; One (1) Other male; Four (4) Other females; and Three (3) Unknown females.

Twenty-Four (24) applicants were determined to be not qualified: Eight (8) White males; Eight (8) White females; One (1) Black female; One (1) Hispanic female; One (1) Other male; Two (2) Other females; and Three (3) Unknown females.

Fifteen (15) applicants were found to be minimally qualified: Five (5) White males; Six (6) White females; One (1) Black female; One (1) Hispanic female; and Two (2) Other females.

Four (4) applicants were determined to be qualified and were considered finalists: One (1) White male; Two (2) White females; and One (1) Black male.

This hire met the third of four White female affirmative action goals for the University.

4. DIGITAL RESOURCES LIBRARIAN (C13-067)

Selection: **One (1) White Female**

Thirty-Eight (38) individuals applied for this position: Eight (8) White males; Sixteen (16) White females; One (1) Black female; One (1) Hispanic male; One (1) Hispanic female; Three (3) Other males; Four (4) Other females; and Four (4) Unknown males.

Twenty-Nine (29) applicants were determined to be not qualified: Seven (7) White males; Eleven (11) White females; One (1) Black female; One (1) Hispanic male; One (1) Hispanic female; Two (2) Other males; Three (3) Other females; and Three (3) Unknown males.

One (1) applicant was found to be minimally qualified: One (1) White female.

Eight (8) applicants were determined to be qualified and were considered finalists: One (1) White male; Four (4) White females; One (1) other male; One (1) Other female; and One (1) Unknown male.

One (1) White female was hired for this position. This hire met the final White female goal.

5. PROGRAM ADMINISTRATOR (C13-015)

Selection: **One (1) Other Female**

Ninety-Five (95) individuals applied for this position: Twenty-Two (22) White males; Twenty-Seven (27) White females; One (1) Black male; Four (4) Black females; Three (3) Hispanic females; Thirteen (13) Other males; Eighteen (18) Other females; Four (4) Unknown males; and Three (3) Unknown females.

Forty-Four (44) applicants were determined to be not qualified: Eleven (11) White males; Thirteen (13) White females; One (1) Black male; Three (3) Black females; One (1) Hispanic female; Four (4) Other males; Seven (7) Other females; Two (2) Unknown males; and Two (2) Unknown females.

Forty-Five (45) applicants were found to be minimally qualified: Ten (10) White males; Fourteen (14) White females; One (1) Black female; Two (2) Hispanic females; Eight (8) Other males; Seven (7) Other females; Two (2) Unknown males; and One (1) Unknown female.

Six (6) applicants were determined to be qualified and were considered finalists: One (1) White male; One (1) Other male; and Four (4) Other females.

This hire met one of the six affirmative action goals for Other female.

6. DATA NETWORK SPECIALIST – INFORMATION TECHNOLOGY (C13-050)

Selection: **One (1) Black Male**

The University conducted a search to recruit for this Data Network Specialist. Advertisements and/or announcements were placed in the *HigherEdJobs.com*; *Chronicles of Higher Education*; and *Educause*. The successful candidate will be a member of a team with primary responsibility for data network infrastructure hardware and software. Other responsibilities include data network planning and troubleshooting, development of network security policies, procedures and implementation. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree in computer science or related field
- Five years' experience supporting network hardware and software
- Experience with network technologies and standards

Preferred Qualifications

- Experience with LAN/WAN/WLAN network technologies and standards
- Certified Network Engineer (CCNA or CCNP) or equivalent
- Experience with Cisco NAC/ISE, VoIP, 802.1x, Firewall, and VPN technologies

Equivalent combination of training and experience may be considered.

Twenty-Eight (28) individuals applied for this position: Sixteen (16) White males; Six (6) White females; Four (4) Black males; and Two (2) Other males.

Sixteen (16) applicants were determined to be not qualified: Eleven (11) White males; Two (2) White females; Two (2) Black males; and One (1) Other male. These candidates did not meet the five year's work experience requirement or submitted incomplete applications.

- The **Other male** did not meet the work experience requirement.

Seven (7) applicants were found to be minimally qualified: Four (4) White males; Two (2) White females; and One (1) Black male. These applicants did not have WLAN technologies experience. No goal candidates remained in this pool.

Five (5) applicants were determined to be qualified and were considered finalists: One (1) White male; Two (2) White females; One (1) Black male; and One (1) Other male.

One (1) Black male was hired for this position.

- The **selected Black male** met the required qualification and the two of the three preferred qualifications. He had experience with network configuration and design. The candidate participated in an ERP evaluation. The candidate explained the needs of balancing academic freedom with network security and he applies the principle of least privilege to secure the network and computing resources. The candidate has supported data center virtualization for a VMware environment including v-switches, blade center switches, and aggregation switches. The candidate has worked with VoIP technologies and multicast. The candidate has deployed network security solutions using IPS, network segmentation, and network firewalls and has experience supporting the Blackboard Vista Learning Management System.
- While the **non-selected Other male** met the required qualifications; however, he was unable to address questions related to LAN configuration, WLAN framing access point management and wireless protocols. He also stated that he was not familiar with CISCO wireless controller technology.

The **White male** was offered the position but he declined the offer. There were no other goals in the finalist pool.

7. DIGITAL MEDIA PRODUCTION COORDINATOR – INFORMATION TECHNOLOGY (C13-062)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Digital Media Production Coordinator position. Advertisements and/or announcements were placed in the *Career Builders; Association of Higher Education Cable Television Administrators list server; HigherEdJobs.com; Hispanic Outlook; and Diverse*. The successful candidate will develop, produce and distribute television programming in support of the University's mission; integrate video material into computer based multimedia, web based and other digital media and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree; communication or media studies degree preferred
- Three years professional experience in television production
- Demonstrated communication and interpersonal skills
- Two years of experience in digital video production, editing and integration of digital video into multimedia instructional materials
- Demonstrated communication and interpersonal skills

Preferred Qualifications

- Master's in educational media and technology or equivalent
- Knowledge and trends of media production within a higher education environment
- Experience working in online delivery systems
- Working knowledge of Final Cut Pro and Adobe CS software

- Knowledge of shared storage systems

Forty-Six (46) individuals applied for this position: Thirty (30) White males; Seven (7) White females; Four (4) Black males; Three (3) Hispanic males; One (1) Hispanic female; and One (1) Unknown male.

Thirty-Two (32) applicants were determined to be not qualified: Twenty (20) White males; Four (4) White females; Four (4) Black males; Two (2) Hispanic males; One (1) Hispanic female; and One (1) Unknown male. These candidates either submitted incomplete applications or they did not meet the professional experience in television production.

- The **not qualified Unknown male** did not meet the three years of professional experience in television production.

Six (6) applicants were found to be minimally qualified: Five (5) White males; and One (1) Hispanic male. These candidates met the required and only one preferred; no goal candidates remain in this pool.

Eight (8) applicants were determined to be qualified and were considered finalists: Five (5) White males; and Three (3) White females.

One (1) White male was hired for this position.

- The **selected White male** met the required and preferred qualifications with the exception of the master's degree. The candidate has video production experience on a university campus (6 years part time experience) and four years of television news industry experience as a videographer and editor. He trained and supervised student workers on equipment and techniques for field and studio productions. In addition, his other technical experience includes: editing with Final Cut Pro, Adobe Creative Suite and Avid Video Editing.

The White female goals have been met and there were no other goal candidates in the finalist pool.

8. SPORTS COMMUNICATION TRAINEE – ATHLETICS (C13-066)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Sports Communication Trainee in Athletics. Advertisements and/or announcements were placed in the CoSIDA; *HigherEdJobs.com*; *Hispanic Outlook*; and *Department of Administrative Services*. The successful candidate will be responsible to assist in the compiling and dissemination of information for Intercollegiate Athletics both on and off campus. Responsibilities include, but are not limited to, assisting the Assistant Director of Athletics for Sports Communication in all aspects of managing the Athletics Communication Office; may serve as sports information contact for women's sports, participate in writing and distributing press releases for assigned sports, may participate in writing, editing and producing publications for assigned sports; assist with maintenance of department website. The successful candidate will maintain accurate records, including statistics, accomplishments, press releases, articles, pictures and attendance figures for assigned sports. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree
- One year of work experience in sports information
- Demonstrated ability to communication effectively both orally and in writing

Preferred Qualifications

- Master's degree in Communication, Public Relations or Organizational Communication
- Two years of experience in Division I Intercollegiate Athletics as a student athlete or Graduate Assistant
- Experience in video editing, streaming and other multi-media aspects of Intercollegiate Sports Information
- Demonstrated understanding of NCAA rules compliance

One Hundred Sixty-One (161) individuals applied for this position: One Hundred Two (102) White males; Twenty-Three (23) White females; Sixteen (16) Black males; Four (4) Black females; Three (3) Hispanic males; Three (3) Hispanic females; Two (2) Other males; Three (3) Other females; and Five (5) Unknown males.

One Hundred Nineteen (119) applicants were determined to be not qualified: Seventy-One (71) White males; Sixteen (16) White females; Fifteen (15) Black males; Three (3) Black females; Three (3) Hispanic males; Three (3) Hispanic females; Three (3) Other females; and Five (5) Unknown males. These candidates did not submit complete applications or did not meet the work experience requirement.

- The **three (3) Black females and two (2) Other females** did not meet the one year work experience requirement.
- The **third Other female** did not submit a complete application.
- The **five (5) Unknown males** either submitted incomplete applications or did not meet the work experience requirement.

Thirty-Eight (38) applicants were found to be minimally qualified: Twenty-Seven (27) White males; Seven (7) White females; One (1) Black male; One (1) Black female; and Two (2) other males. These candidates met the required qualifications but did not meet the preferred qualifications such as Master's degree or did not have Division 1 experience.

- The **two (2) minimally qualified Other males** and the **minimally qualified Black female** met all the required qualifications; however, they did not have a Master's degree or have Division I intercollegiate athletics experience.

Four (4) applicants were determined to be qualified and were considered finalists: Four (4) White males.

One (1) White male was hired for this position.

- The **selected White male** met the all required qualifications and preferred qualifications. During his interview, he was able to answer interview questions in a concise manner with examples. He has possess technical skills related to multimedia, video streaming and editing and work experience in professional statistical sports programs and development of weekly press releases. Additionally, he has experience working with people of diverse backgrounds.

There were no goal candidates in the finalist pool.

9. ASSISTANT MANAGER INTERNET SERVICES MARKETING AND COMMUNICATION (C13-069)

Selection: **One (1) White Male**

The University conducted a search to recruit for this Assistant Manager Internet Services Marketing and Communication. Advertisements and/or announcements were placed in the Hartford Courant; Diversity careers; Minority Jobs; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*. The successful candidate will

develop and maintain the University's website. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree in Communication, Computer Science, Management Information Systems or equivalent
- Three years' recent experience in the design, development and management of web pages
- Demonstrated ability to design, develop and maintain web pages
- Working knowledge of digital video capture and editing using NLE software, digital still cameras, and video encoding
- Strong technical knowledge of HTML and current web editing/authoring and photo editing software, particularly MS ExpressionWeb, Adobe DreamWeaver & Adobe PhotoShop
- Thorough understanding of Mobile Web Design Standards and internet browser compatibility
- Advanced knowledge and demonstrated experience with CSS, JavaScript, jQuery, and ActionScript 2.0
- Excellent instructional, communication, management and organizational skills and demonstrated ability to work collaboratively
- Ability to work in high volume, fast-paced and demanding environment

Preferred Qualifications

- Master's degree
- Experience with Finalsite Content Management System, PHP/MySQL, Google Analytics, and web-based e-learning solutions

Sixteen (16) individuals applied for this position: Eight (8) White males; (7) White females; and One (1) Other male.

Twelve (12) applicants were determined to be not qualified: Five (5) White males; Six (6) White females; and One (1) Other male. These candidates either submitted incomplete applications or they did not meet the degree or work experience requirements.

- The **not qualified Other male** did not meet the three years of experience in design and development and management of web pages.

There were no other goal candidates considered minimally qualified.

Four (4) applicants were determined to be qualified and were considered finalists: Three (3) White males; and One (1) White female. No goal candidates remained in this pool

One (1) White male was hired for this position.

The **selected White male** candidate met all the required and preferred qualifications with the exception of the master's degree. He has several years of work experience and extensive knowledge of website design, development and management using Finalsite - the University's web content management system. He also has experience in PHP/MySQL and in retrieving and applying Google Analytics to better manage the University's websites and social media marketing. Employed since 2009 by the CCSU Marketing & Communications Department as part of a cooperative work (student) experience, he has been immersed in building, redesign and maintenance of the CCSU website. He has served as a videographer, photographer, and editor for a myriad of design and video projects. Among his accomplishments is the development and design of the International Education Resources (IERConn) website, hosted by CCSU's Center for International Education and serves 11 of the state's colleges and

universities by providing study abroad information and resources for students. When asked to share his ideas for improving the campus map and mobile website, using a laptop he methodically walked us through his ideas. He explained how he could rewrite code to create a system of touchscreen campus maps that could be located at heavily visited sites, such as Davidson Hall and the Student Center.

White female goals haven been met; there were no goal candidates in the finalist pool.

10. ASSISTANT TO THE DIRECTOR /AREA COORDINATOR – RESIDENCE LIFE (C13-070)

Selection: **One (1) Hispanic Female**

The University conducted a search to recruit for this Assistant to the Director of Residence Life. Advertisements and/or announcements were placed in the *Chronicle of Higher Education*; *HigherEdJobs.com*; *Hispanic Outlook*; and *Diverse*. The successful candidate will have overall responsibility for the overall quality of life in a university residence hall. The emphasis of this position is on establishing and maintaining an atmosphere conducive to personal growth, community building and academic achievement. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree
- Three years of recent residence life work experience directly supervising resident assistant staff
- Demonstrated ability utilizing Microsoft Office software
- Experience developing and providing training
- Experience working with a culturally diverse student body
- Demonstrated experience with crisis management and student conduct

Preferred Qualifications

- Master's degree
- Experience managing summer conference programs
- Experience with Banner and/or other Enterprise database software (e.g., Adirondack Solutions, RMS)
- Demonstrated presentation and advising skills

Eighty-Six (86) individuals applied for this position: Twenty-Three (23) White males; Thirty-Three (33) White females; Seven (7) Black males; Ten (10) Black females; Seven (7) Hispanic males; Two (2) Hispanic females; Two (2) Other females; One (1) Unknown male; and One (1) Unknown female.

Sixty-Six (66) applicants were determined to be not qualified: Eighteen (18) White males; Twenty-Four (24) White females; Six (6) Black males; Nine (9) Black females; Four (4) Hispanic males; One (1) Hispanic female; Two (2) Other females; One (1) Unknown male; and One (1) Unknown female. The non-qualified applicants either submitted incomplete applications or they did not meet the three of resident life work experience.

- **Eight (8) of the nine(9) not qualified Black females, one (1) Unknown male and one (1) Unknown female** did not meet the three year of recent residence life experience.
- The **ninth Black female, two (2) Other females** and did not submit complete applications.

There were no minimally qualified candidates.

Twenty (20) applicants were determined to be qualified and were considered finalists: Five (5) White males; Nine (9) White females; One (1) Black male; One (1) Black female; Three (3) Hispanic males; and One (1) Hispanic female.

One (1) Hispanic female was hired for this position.

- **The selected Hispanic female candidate** met all the required and preferred qualifications. Her references reported that she has excellent experience supervising and motivating staff, and during her interview shared multiple strategies she utilizes to challenge and support the students she works with. As a conduct officer she has experience adjudicating low level infractions, and stressed how positive interactions and connections can be derived from conducting meetings with students. She demonstrated excellent communication skills during her interview, and is an experienced presenter. She has assisted with the implementation of a summer conference program, and is knowledgeable of the software utilized by the department. She was the only candidate that had significance experience working with the software utilized by residence life.
- The **non-selected Black female** met the required and three of the four preferred skills. She did not have the same level of experience with the housing software utilized but residence life and additionally did not suggest she could get support and guidance from her supervisor when responding to situational (difficult situations) based scenarios.

11. REGISTRAR'S OFFICE – DEGREE AUDITOR (C13-073)

Selection: **One (1) Hispanic Female**

The University conducted a search to recruit a Degree Auditor for this Registrar's Office. Advertisements and/or announcements were placed in the *HigherEdJobs.com*; *NEACRAO*; *Connecticut Association of Collegiate Registrars and Diverse*. Central Connecticut State University invites applications for a full-time, Degree Auditor in the Office of the Registrar. The successful candidate will be responsible for producing reports, preparing audits for graduation evaluations, and determining completion of graduation requirements by students. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree
- Three years of experience working at a college or university, including at least one year in a registrar's office, academic advising or degree evaluation process
- Demonstrated ability to effectively maintain detailed records, apply and communicate policies, regulations, and other information, and to relate, in a constructive manner, to students and staff
- Knowledge of computer applications

Preferred Qualifications

- Master's degree in higher education administration or student development in higher education, or closely related field
- Experience as an academic degree auditor or evaluator
- Experience with Banner Student and Banner CAPP Degree Audit or other Enterprise student information systems

Eighty-Five (85) individuals applied for this position: Nineteen (19) White males; Forty-two (42) White females; Two (2) Black males; Six (6) Black females; Two (2) Hispanic males; Seven (7) Hispanic females; Two (2) Other females; Three (3) Unknown males; and Two (2) Unknown females.

Fifty-Six (56) applicants were determined to be not qualified: Twelve (12) White males; Twenty-Five (25) White females; Two (2) Black males; Five (5) Black females; Two (2) Hispanic males; Five (5) Hispanic females; Two (2) Other females; Two (2) Unknown males; and One (1) Unknown female. The non-qualified applicants either did not meet the work experience requirement or submitted incomplete applications.

- **Two (2) Black females, two (2) Other females and one (1) Unknown male** submitted incomplete applications.
- **Three (3) Black females, one (1) Unknown male and one (1) Unknown female** did not meet the work experience requirement.

Sixteen (16) applicants were found to be minimally qualified: Seven (7) White males; Seven (7) White females; One (1) Hispanic female; and One (1) Unknown male. These candidates met the required and two of the three preferred qualifications.

- The **minimally qualified Unknown male** met two of three preferred qualifications; however, he only had 18 months experience in the area sought. No other goal candidates remained in the pool.

Thirteen (13) applicants were determined to be qualified and were considered finalists: Ten (10) White females; One (1) Black female; One (1) Hispanic female; and One (1) Unknown female.

One (1) Hispanic female was hired for this position.

- The **selected Hispanic female** candidate met the required and preferred qualifications. She has six years' experience as an assistant registrar. She has the necessary technical skills in the day to day use of Student Information Systems. She uses Datatel and Excel to track students' graduation progress. She demonstrated experience advising and having a clear communication of policies when relating to students. During the interview, she was interactive and asked specific questions about the Degree Auditor Position.
- The **non-selected Black female** candidate met the required and two of the three qualifications. While she has ten years of registration work experience, she has not conducted electronic degree evaluations in the last five years.
- The **non-selected Unknown female** did not meet the degree auditing experience as her responsibility has been primarily as an academic advisor. In her interview, she addressed her role as a professor and advisor and did not provide examples to demonstrate her knowledge as a degree auditor.

12. MEDIA TECHNICIAN – INFORMATION TECHNOLOGY (C14-001)

Selection: **One (1) White Male**

The University conducted a search to recruit a Media Technician for the Office of Information Technology. Advertisements and/or announcements were placed in the *HigherEdJobs.com*; *Association of Higher Education Cable Television Administrators*; *Society of Broadcast Engineers Connecticut Chapters*; and *Career Builder*. The successful candidate will provide support for media-related services and operations in the center in support of the University's mission and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree in communications, media technology or other related field
- Two years of experience in the operation and production of media center programs including equipment repair
- Experience with broadcast production equipment, non-linear editing systems, audio equipment and lighting
- Good interpersonal skills with demonstrated ability to work well with others

Preferred Qualifications

- Master's degree
- Knowledge and trends of media services within a higher education environment
- Working knowledge of Serial Digital Interface (SDI) both standard definition and high definition
- Working knowledge of classroom control systems (Extron)
- Experience operating and understanding broadcast metering equipment
- Minimal knowledge of networking media-related equipment via Internet protocol (IP)

Twenty-Six (26) individuals applied for this position: Ten (10) White males; Two (2) White females; Five (5) Black males; One (1) Hispanic male; Six (6) Other males; and Two (2) Unknown males.

Nineteen (19) applicants were determined to be not qualified: Six (6) White males; Two (2) White females; Four (4) Black males; One (1) Hispanic male; Five (5) Other males; and One (1) Unknown male. The minimally qualified applicants either submitted incomplete applications or they did not meet the two years of work experience requirement.

- The **five (5) Other males** and the **Unknown male** did not meet the work experience requirement.

There were no minimally qualified candidates.

Seven (7) applicants were determined to be qualified and were considered finalists: Four (4) White males; one (1) Black male, one (1) Other male; and One (1) Unknown male.

One (1) White male was hired for this position.

- The **selected White male** candidate met the qualifications for the position. Additionally he has working knowledge of the trouble shooting process, specifically, troubleshooting to the component level. This includes being able to complete diagnostic testing directly to the circuit board of various media equipment. He has experience with hardware and classroom technology. He addressed different factors in the troubleshooting process such as *“gaining an understanding of the room and/or machine that is malfunctioning, human error, thinking of alternative solutions to get a classroom up and running to assist professors and students in need of the SMART Technology, in addition, to checking basic functions such as the switcher, power indicator, video input, etc.”* He has an understanding of what makes a “Smart Classroom” smart. He also has experience training faculty on hardware and software.
- The **Other male** declined the offer of employment.
- The **non-selected Unknown male** met the required qualifications; however, during the telephone he did not have an understanding and knowledge about the troubleshooting process. He also stated that he did not have equipment repair experience.

13. REFERENCE/INSTRUCTION LIBRARIAN (C14-003)

Selection: **One (1) White Female**

The University conducted a search to recruit for this Reference Librarian. Advertisements and/or announcements were placed in Chronicle of Higher Education; Hispanic Outlook; Diverse; higher Ed Jobs; Connecticut Library Association; and New England Library Instruction Group. The Elihu Burritt Library at Central Connecticut State University invites innovative and energetic applicants to fill a full-time, tenure-track librarian position that will serve on the Library's Reference and Instruction team. The successful candidate will be responsible for a variety of tasks that successfully support the research needs of CCSU's students, faculty, and staff. Candidates are expected to be committed to multiculturalism and to working with a diverse student body.

Required Qualifications

- Master's in Library Science or equivalent from an ALA accredited institution
- Academic library reference experience
- Demonstrated experience and knowledge of electronic and print information resources
- A demonstrated commitment to public service
- Excellent communication, interpersonal and presentation skills
- Experience working effectively with a highly diverse group of faculty, students, colleagues and the general public

Preferred Qualifications

- Experience with commercially or institutionally developed testing of information literacy skills (e.g. Project Sails, Madison Assessment for James Madison University)
- Experience with the development and the implementation of a program for the assessment of library instruction
- Experience with online learning management systems (e.g. Blackboard, D2L "Desire to Learn," Moodle, Canvas)
- Experience providing concise information to undergraduate and graduate students in brief library instructions sessions covering a wide range of subject areas
- Experience teaching semester long information literacy credit course
- Demonstrated ability to effectively use instructional technologies

Ninety (90) individuals applied for this position: Twenty-One (21) White males; Fifty-Two (52) White females; One (1) Black male; Four (4) Black females; One (1) Other male; Four (4) Other females; Five (5) Unknown males; and Two (2) Unknown females.

Thirty-Eight (38) applicants were determined to be not qualified: Seven (7) White males; Twenty-Three (23) White females; Two (2) Black females; One (1) Other male; Two (2) Other females; Two (2) Unknown males; and One (1) Unknown female. The non-qualified applicants either did not have the experience as a reference librarian or did not have a master's degree in library science.

- The **two (2) Black females** did not meet the degree requirement.
- The **Unknown female** submitted an incomplete application.
- **Two (2) Unknown males** did not have experience as reference librarians.

Forty-One (41) applicants were found to be minimally qualified: Eleven (11) White males; Twenty-One (21) White females; One (1) Black male; Two (2) Black females; Two (2) Other females; Three (3) Unknown males; and One (1) Unknown female. The minimally qualified candidates met the required

qualifications and two preferred qualifications and/or had minimal experience with online management systems.

- The **two (2) Other females, two (2) Black females** and **(2) Unknown males** only met the required qualifications and none of the preferred qualifications.
- The **third Unknown male** met the required and only two of the preferred qualification. He did not have the level of experience needed to use instructional technology.

Eleven (11) applicants were determined to be qualified and were considered finalists: Three (3) White males and Eight (8) White females.

One (1) White female was hired for this position.

The **selected White female** candidate met all required and preferred qualifications. She has experience with the development and the implementation of a program for the assessment of library instruction; she also has experience providing concise information to undergraduate and graduate students in brief library instructions sessions covering a wide range of subject areas. Additionally she has experience teaching semester long information literacy credit course. She has a demonstrated commitment to student learning outcomes.

There were no goal candidates in the finalist pool.

14. INFORMATION TECHNOLOGY – DESKTOP SUPPORT ASSISTANT (C14-014)

Selection: **One (1) White Female**

The University conducted a search to recruit for a full-time, Desktop Support Assistant in the Information Technology Department. Advertisements and/or announcements were placed in the CCSU website, Diverse, Hispanic Outlook, Higher Ed Jobs, Career Builder and DAS website. The successful candidate will provide Macintosh desktop support to the University including installation, maintenance and repair of computer systems, printers and peripheral equipment. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree in a technical or business related field
- Two years' experience providing desktop support, diagnosis, and repair, and installation of computers and associated software
- Experience interacting with computer users while providing excellent customer service skills.
- Understanding of help desk/call center procedures and practices

Preferred Qualifications

- Apple certifications
- Experience supporting Macintosh desktops and peripherals

Ninety-Eight (98) individuals applied for this position: Forty-One (41) White males; Ten (10) White females; Seventeen (17) Black males; Four (4) Black females; Six (6) Hispanic males; Two (2) Hispanic females; Eight (8) Other males; Four (4) Other females; Five (5) Unknown males; and One (1) Unknown female.

Sixty-Seven (67) applicants were determined to be not qualified: Thirty-Two (32) White males; Six (6) White females; Ten (10) Black males; Two (2) Black females; Four (4) Hispanic males; Two (2) Hispanic females; Five (5) Other males; Two (2) Other females; and Four (4) Unknown males. The non-qualified

applicants did not have a bachelor's degree or equivalent and/or did not meet the work experience requirement.

- **Two (2) Black females, two (2) Other males and four (4) Unknown males** did not meet the degree requirement.
- **Three (3) Other males and two (2) Other females** did not meet the work experience requirement.

Twenty-One (21) applicants were found to be minimally qualified: Five (5) White males; Three (3) White females; Four (4) Black males; Two (2) Black females; Two (2) Hispanic males; One (1) Other male; Two (2) Other females; One (1) Unknown male; and One (1) Unknown female. The minimally qualified candidates did not have experience supporting Macintosh desktops.

- The **two (2) Black females, one (1) Unknown male and the one (1) Unknown female** did not have experience supporting Macintosh desktops

Ten (10) applicants were determined to be qualified and were considered finalists: Four (4) White males; One (1) White female; Three (3) Black males; and Two (2) Other males.

One (1) White female was hired for this position.

- The **selected White female** met all the required and preferred qualifications and has four years' experience supporting Mac computers including hardware and software technical skills. She is currently employed as a part-time Mac Technician at CCSU; therefore she is familiar with the standards of the environment. She is an Apple Certified Macintosh Technician in both hardware and software.
- The **two non-selected Other male candidates** met only the required qualifications; however, they have no apple certifications and/or no recent experience supporting Mac computers.

There were no other goal candidates in the finalist pool.

15. ACADEMIC SUPPORT SPECIALIST (C14-016)

Selection: **One (1) White Female**

The University conducted a search to recruit for the Academic Support Specialist position. Advertisements and/or announcements were placed in the CCSU website, Diverse, Hispanic Outlook and Higher Ed Jobs. The CCSU Learning Center is engaged in innovative approaches to academic support that underscore our belief that every student has the potential to be an independent and successful learner. The successful candidate will deliver comprehensive learning support services and programs and assist with the development and execution of programs such as supplemental instruction, tutoring, and academic success coaching. The successful candidate will also assist with the implementation of training programs for Learning Center staff on current tutoring, coaching, teaching and learning strategies, and provides mentorship for graduate and undergraduate student coaches and tutors. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree
- Three years of experience delivering academic support services
- Experience with peer tutor, academic coaching and/or mentoring programs
- Working knowledge of the needs of diverse student populations

Preferred Qualifications

- Master's degree in counseling, education or related field

- Experience hiring, training and supervising students
- Experience working within the framework of a recognized certification training program such as, CRLA International Peer Tutor/Mentor Training Certification Program (College Reading and Learning Association); NTA Certification Program (National Tutor Association)
- Experience administering and interpreting learning assessments and/or course placement assessments
- Experience utilizing electronic technologies to enhance the delivery of academic support services, staff development and assessment efforts
- Excellent oral, written, organization and interpersonal skills

Two Hundred-Ten (210) individuals applied for this position: Twenty-seven (27) White males; One Hundred (100) White females; Thirteen (13) Black males; Twenty-Five (25) Black females; Four (4) Hispanic males; Ten (10) Hispanic females; Two (2) Other males; Ten (10) Other females; three (3) Unknown males; and Sixteen (16) Unknown females.

One Hundred Seventy-Two (172) applicants were determined to be not qualified: Twenty-Two (22) White males; Eighty-Five (85) White females; Nine (9) Black males; Twenty (20) Black females; Three (3) Hispanic males; Nine (9) Hispanic females; Two (2) Other males; Ten (10) Other females; Three (3) Unknown males; and Nine (9) Unknown females. The non-qualified candidates either did not meet the three years' work experience requirement and/or peer tutoring experience or submitted incomplete applications.

- Of the **twenty (20) Black females**, three (3) submitted incomplete applications and seventeen (17) did not meet the three years' experience and/or did not have peer tutoring advising experience.
- The **two (2) Other males** did not meet the work experience requirement.
- Of the **ten (10) Other females**, five (5) did not submit complete applications and five (5) did not meet the work experience requirement and/or peer tutoring experience.
- Of the **three (3) Unknown males**, two (2) submitted incomplete applications and one (1) did not possess the three years of required experience or peer tutoring experience.
- Of the **nine (9) Unknown females**, four (4) did not submit complete applications and five (5) did not meet the work experience or peer work experience.

Nineteen (19) applicants were found to be minimally qualified: Three (3) White males; Seven (7) White females; Four (4) Black females; One (1) Hispanic male; and Four (4) Unknown females. All but four of the minimally qualified applicants met two or less of the preferred qualifications and four (4) candidates met three preferred qualifications but had less than five years' higher education experience.

- **Three of the four (4) Black females** met only two of the preferred qualifications and **one (1) Black female** met three preferred but had less than five years' of higher education experience.
- **Two (2) of the four (4) Unknown females** met only two of the preferred, the **third Unknown female** met only one of the preferred and the **fourth Unknown female candidate** met three preferred qualification however, she had no higher education experience.

Nineteen (19) applicants were determined to be qualified and were considered finalists: Two (2) White males; Eight (8) White females; Four (4) Black males; One (1) Black female; One (1) Hispanic female; and Three (3) Unknown females.

One (1) White female was hired for this position.

- The **selected White female** met all the required and preferred qualifications for the position. She has approximately eight years of experience delivering academic support services. She has experience serving diverse groups of students including supporting the Latino populations through a

mentoring program. Since she has worked at CCSU on a part-time basis, she has established a rapport with stakeholders; therefore, the selection panel felt her learning curve would be minimal. During her interview she demonstrated well-developed communication skills and discussed the innovation that she has brought to the Center. Her most notable effort in innovation was the certification of the tutoring program through a national entity, College Reading and Learning Association (CRLA). She possesses skills in the area of assessment and reporting in this certification process and has worked to prepare the Center for a level 3 certification.

- The **non-selected Black female** met the required and three of preferred qualifications and ten years' experience in higher education; however she lacks experience delivering support services to traditional aged students as the majority of her experience in higher education has been at an adult serving institution. During her interview, her answers to the questions were vague and often lacked examples. For example when asked to share the best practices in this field, she was unable to provide any examples.
- The **first non-selected Unknown female** declined an invitation for a telephone interview because she accepted another position.
- The **second non-selected Unknown female** met the required and four of the preferred qualifications for the position. During her telephone interview, she was unable to provide examples of academic interventions and instead focused her answer on students taking the PRAXIS test. She was not invited for an on-campus interview.
- The **third non-selected Unknown female** candidate met all the required and preferred qualifications; however, during her interview she failed to provide examples of direct academic support experiences other than academic advising. While she is a CCSU alumna, she did not explain how CCSU would be a good match for her and her skills. Her answers demonstrated that her recent experiences have been more as an administrator and not as a direct service provider.

16. ACADEMIC ADVISING SPECIALIST – ARTS AND SCIENCES (C14-025)

Selection: **One (1) White Female**

The University conducted a search to recruit for this Academic Advising Specialist position. Advertisements and/or announcements were placed in the Hartford Courant, Higher Ed Jobs, Diverse, and Hispanic Outlook. The successful candidate will manage the operations of School of Arts and Sciences Advising Center, work with individual students on academic issues, conduct orientation workshops for incoming transfer students, and supervise a group of peer advisors throughout the academic year, including winter and summer sessions. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Master's degree in Counseling or related field
- Three years' of recent experience in academic advising and managing operations of an undergraduate advising center
- Demonstrated strong communication (oral, written and interpersonal) and organizational skills
- Commitment to serving a culturally and ethnically diverse student body

Equivalent combination of training and experience may be considered.

Preferred Qualifications

- Experience in managing and supervising a peer advising program
- Familiarity with Banner or similar student information system

One Hundred Twenty-Two (122) individuals applied for this position including: Nineteen (19) White males; Fifty-Nine (59) White females; Three (3) Black males; Fourteen (14) Black females; Three (3) Hispanic males; Seven (7) Hispanic females; Two (2) Other males; Five (5) Other females; Two (2) Unknown males; and eight (8) Unknown females.

One Hundred Thirteen (113) applicants were determined to be not qualified: Eighteen (18) White males; Fifty-Three (53) White females; Three (3) Black males; Twelve (12) Black females; Three (3) Hispanic males; Seven (7) Hispanic females; Two (2) Other males; Five (5) Other females; Two (2) Unknown males; eight (8) Unknown females. The non-qualified candidates either did not meet the three years' of academic advising experience and/or management experience of a center, no master's degree or submitted incomplete applications.

- Of the **twelve (12) Black females, one (1)** submitted an incomplete application; **one (1)** did not have a Master's degree; and **ten (10)** did not have the three years of academic advising experience at the undergraduate level.
- The **two (2) Other males** did not have the three years of advising experience.
- Of the **five (5) Other females, three (3)** submitted incomplete applications and **two (2)** did not meet the advising experience requirement.
- Of the **two (2) Unknown males**, the first one submitted an incomplete application and the **second applicant** did not meet the academic advising experience.
- Of the **eight (8) Unknown females, two (2)** did not have a master's degree and **six (6)** did not have the experience managing the operations of an undergraduate advising center and/or the three years of academic advising experience at the undergraduate level.

One (1) applicant was found to be minimally qualified: One (1) White female. The White female lacked the experience with peer advisors. No goal candidates remained in this pool.

Eight (8) applicants were determined to be qualified and were considered finalists: One (1) White male; Five (5) White females; and Two (2) Black females.

One (1) White female was hired for this position.

- The **selected White female candidate** met all the required and preferred qualifications and currently works as a part-time advisor (university assistant) in CCSU's Ammon School of Arts and Sciences Advising Center, where she has been since January 2012. Her responsibilities at the advising center include one-on-one advising of undergraduates, recruitment, training and supervision of peer advisors, advising center program development, and working with incoming transfer students. Prior to coming to CCSU, she worked at CT Community College as a Graduate Outreach Coordinator. Additionally she has over five years of experience as transition program facilitator, assistant director of the student mentor program and academic advisor. She has experience developing a peer advisor system at two institutions including CCSU.
- The **first Black female declined** an offer for a telephone interview citing concerns about the salary range.
- The **second non-selected Black female** met the required and preferred qualifications. She is currently student support coordinator at a local college. Her responsibilities are more consistent with the functions of a learning center, rather than an advising center. She expressed an interest in working with supplemental instruction, which is not something that will be done in the A&S advising center. She informed the committee that she worked with peer advisors at a previous institution about 10 years ago, but had no direct supervision experience.

No other goal candidates remained in the pool.

17. ADVISING AND CAREER EXPLORATION SPECIALIST (C14-IS3)

Selection: **One (1) Hispanic Female**

Per the SUOAF collective bargaining agreement all positions open initially to SUOAF members within the Board of Regents including the four Connecticut State Universities. If the pool is acceptable the search will be filled through the internal search process, otherwise the position will be opened to the public and all who apply will be considered. In this case, the pool was deemed acceptable to the hiring manager and the position was filled through the internal SUOAF process.

Position Summary:

Assists student populations served by the Center for Advising and Career Exploration in the development of academic and career plans through individual counseling and group activities on self-assessment, major selection, career exploration, experiential learning opportunities, and job search strategies.

Qualifications

- Bachelor's degree
- Two years of experience in relevant student support services in academic advising
- Credentials and/or experience substantially comparable to the above may also be considered

Eight (8) individuals applied for this position including: One (1) White male; Three (3) White females; One (1) Black female; Two (2) Hispanic females; and One (1) Other male.

Three (3) applicants were found to be minimally qualified: One (1) White female; One (1) Hispanic female; and One (1) Other male. These candidates met the required qualification; however, they lacked in experience related to academic advising.

- The minimally qualified **Other male** did not have any experience working with students in academic advising.

Five (5) applicants were determined to be qualified and were considered finalists: One (1) White male; Two (2) White females; One (1) Black female; and One (1) Hispanic female.

One (1) Hispanic female was hired for this position.

- The **selected Hispanic female** met the qualifications for the position. She is currently enrolled in a Master's program in Student Development in Higher education and she will graduate in May 2014. She has experience in admissions, pre-enrollment academic advising and advising students on academic program requirements including course selection. She has experience with Banner, the student information system currently used by CCSU. She has experience creating student groups, and she has created and worked with a student ambassador group which is similar to the groups used by the center.
- The **non-selected Black female** met the qualifications for the position and has a Master's degree in school counseling; however, her work experience has been primarily in registration and degree auditing and not directly in academic advising.

No other goal candidates remained in the pool.

SECRETARIAL CLERICAL (EXCLUDING ADMINISTRATIVE ASSISTANT and SECRETARY 2)

Short-Term

3 White Males
1 Other Male
1 Other Female

Long-Term

2 White Males

1. TELECOMMUNICATIONS DISPATCHER – POLICE (C13-024)

Selection: **One (1) Other Male**

The University conducted a search to recruit for this Telecommunication Dispatcher position. Advertisements and/or announcements were placed in the DAS Web site, CCSU's HR web site, and email to all CT State agencies for posting.

Eleven (11) individuals applied for this position including: Three (3) White males; Four (4) White females; Two (2) Black males; One (1) Other male; and One (1) Unknown male.

Four (4) applicants were determined to be not qualified: Two (2) White males; One (1) White female; and One (1) Unknown male.

One (1) applicant was found to be minimally qualified: One (1) White female.

Six (6) applicants were determined to be qualified and were considered finalists: One (1) White male; Two (2) White females; Two (2) Black males; and One (1) Other male.

This hiring of this Other male met an affirmative action goal for the university.

SECRETARIAL CLERICAL/ADMINISTRATIVE ASSISTANT

Short-Term

1 Black Female
1 Other Female

Long-Term

1. ADMINISTRATIVE ASSISTANT – INFORMATION TECHNOLOGY (C13-071)

Selection: **One (1) White Female**

The University conducted a search to recruit for the Administrative Assistant position. Advertisements and/or announcements were placed in the CCSU website and DAS website.

Eligibility Requirement:

Candidates must have applied for and passed the Administrative Assistant exam and be on the current certification list promulgated by the Department of Administrative Services for this classification. State employees currently holding the above title or those who have previously attained permanent status may apply for lateral transfer.

Knowledge, Skills and Abilities:

Considerable knowledge of office administration and management; considerable knowledge of department and/or unit policies and procedures; considerable knowledge of proper grammar, punctuation and spelling; considerable knowledge of business communications; knowledge of business math; considerable interpersonal skills; ability to operate office equipment which includes personal computers and other electronic equipment; ability to operate office suite software; ability to take notes (shorthand, speedwriting or other method acceptable to manager.)

General Experience: Four (4) years' experience above the routine clerk level in office support or secretarial work.

Special Experience: One year of the General Experience must have been as a Secretary 2 or its equivalent.

Substitutions Allowed: College training in the secretarial sciences may be substituted for the General Experience on the basis of 15 semester hours equaling one-half (1/2) year of experience to a maximum of two (2) years.

Seventy-Eight (78) individuals applied for this position: Forty-Nine (49) White females; One (1) Black male; Twelve (12) Black females; Nine (9) Hispanic females; One (1) Other female; One (1) Unknown male; and Five (5) Unknown females.

Twenty-Two (22) applicants were determined to be not qualified: Eleven (11) White females; One (1) Black male; One (1) Black female; Five (5) Hispanic females; One (1) Other female; One (1) Unknown male; and Two (2) Unknown females.

Forty-Two (42) applicants were found to be minimally qualified: Thirty (30) White females; Seven (7) Black females; Two (2) Hispanic females; and Three (3) Unknown females. The minimally qualified applicants are not currently classified as an administrative assistant or have less than five years in that role.

Fourteen (14) applicants were determined to be qualified and were considered finalists: Eight (8) White females; Four (4) Black females; and Two (2) Hispanic females.

One (1) White female was hired for this position.

- The **selected White female candidate** met the qualifications for the position and has experience working in a higher education environment. Based on her responses to the interview questions and her references, she has the technical and customer service skills necessary for the position. This candidate has experience with Banner and CoreCT.
- The **first non-selected Black female candidate** met the required qualifications for the position; however, she did not have experience working in a higher education environment. When asked what she liked least about her job, she said people leaving notes on her desk telling her what to do when she already knew what to do. This position requires getting direction from different people and often getting this direction in writing. When she was asked what her supervisor would say about her attendance, she said, "It was better."
- The **second non-selected Black female candidate** met the qualifications for the position; however, she did not have experience in a higher education environment. She stated that she prefers not to remain at her desk and not to work alone. As the primary support person in the IT administrative office, this position will require that the person staff the office, as s/he is the first line of contact for the unit. Often time this will require to be work alone and to be autonomous.
- The **third non-selected Black female candidate** met the qualifications for the position; however, she only had one month of experience at a university. While she rated herself high on the use of the programs Microsoft Office Suite, she had no experience with banner and CoreCT.
- The **fourth non-selected Black female candidate** met the qualifications for the position; however, she did not have experience in a higher education environment. While she was enthusiastic, her answers to question were unfocused and she tended to talk excessively often veering off to non-work related issues.

The position was initially offered to a Hispanic female who declined the offer.

SECRETARIAL CLERICAL/SECRETARY 2

Short-Term

1 White Female
1 Black Male
1 Hispanic Male

Long-Term

1. SCHOOL OF EDUCATION – SECRETARY II (C14-012)

Selection: **One (1) White Female**

Seven (7) individuals applied for this position: Six (6) White females and One (1) Black female.

The following Seven (7) applicants were determined to be finalists: Six (6) White females; and One (1) Black female.

One (1) White female was hired for this position.

This hire met an affirmative action goal for the University.

2. School of Graduate Studies – SECRETARY II

Selection: **One (1) Hispanic Female**

The agency did not achieve an affirmative action goal when this Hispanic female employee went from part-time to full-time within her own position during this reporting period. There were no other goal candidates.

TECHNICAL/PARAPROFESSIONAL

Short-Term

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

Long-Term

No hires in this category.

SKILLED CRAFTS

Short-Term

1 Black Male
2 Hispanic Males
1 Other Male

Long-Term

No hires in this category.

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)

Short-Term

1 White Female
1 Black Male
1 Hispanic Male
1 Hispanic Female
1 Other Male

Long-Term

1. FACILITIES STORE KEEPER ASSISTANT (C13-017)

Selection: **One (1) Hispanic male**

One Hundred Fifty-Eight (158) individuals applied for this position including: Fifty-Eight (58) White males; Twenty-Three (23) White females; Twenty-Six (26) Black males; Ten (10) Black females; Twenty-One (21) Hispanic males; Five (5) Hispanic females; Four (4) Other males; Two (2) Other females; and Nine (9) Unknown males.

Twenty-Seven (27) applicants were determined to be not qualified: Six (6) White males; Five (5) White females; Four (4) Black males; Two (2) Black females; Seven (7) Hispanic males; One (1) Hispanic female; One (1) Other male; and One (1) Other female.

Eighty-Five (85) applicants were found to be minimally qualified: Thirty-Five (35) White males; Thirteen (13) White females; Ten (10) Black males; Seven (7) Black females; Six (6) Hispanic males; Four (4) Hispanic females; Three (3) Other males; One (1) Other female; and Six (6) Unknown males.

Forty-Six (46) applicants were determined to be qualified and were considered finalists: Seventeen (17) White males; Five (5) White females; Twelve (12) Black males; One (1) Black female; Eight (8) Hispanic males; and Three (3) Unknown males.

This Hispanic male hire met an affirmative action goal for the university.

2. POWER PLANT OPERATOR – ENERY CENTER (C13-022)

Selection: **Two (2) White Males**

The University conducted a search to recruit for this Power Plant Operator position. Advertisements and/or announcements were placed in the DAS Web site, CCSU's HR web site, and email to all CT State agencies for posting.

Eligibility Requirement:

Candidates must have applied for and passed the Power Plant Operator Energy Center exam and be on the current certification list promulgated by the Department of Administrative Services for this classification. State employees currently holding the above title or those who have previously attained permanent status may apply for lateral transfer.

Knowledge, Skills and Abilities: Knowledge of theory and application of high pressure boilers, heat recovery steam generators, reciprocating engines and auxiliary systems; knowledge of industrial instrumentation and control systems; interpersonal skills; oral and written communication skills; ability to read and interpret piping and instrument diagrams, electrical one-line, schematic and logic diagrams; ability to apply some principles of physics, chemistry, thermodynamics, heat transfer, fluid flow and combustion; ability to utilize computer software.

General Experience: Three (3) years of experience in a cogeneration power plant or industrial setting including the operation, maintenance and repair of high pressure steam boilers, heat recovery steam generators or other mechanical equipment.

Substitutions Allowed:

1. Graduation from a vocational or technical school with a diploma in a related field may be substituted for two (2) years of the General Experience.

2. College training in mechanical engineering or a related field may be substituted for the general experience on the basis of fifteen (15) semester hours equaling one-half (1/2) year of experience to a maximum of three (3) years for a Bachelor's degree.

Working Conditions: Incumbents in this class may be required to lift moderate to heavy weights, use protective equipment such as respirators and safety goggles and may be exposed to significant levels of noise, dust, heat and risk of injury from equipment and/or environmental conditions.

Five (5) individuals applied for this position including: Two (2) White males; One (1) White female; One (1) Hispanic male; and One (1) Other male.

One (1) applicant was determined to be not qualified: One (1) Hispanic male. This candidate was not on the DAS certification list.

Four (4) applicants were determined to be qualified and were considered finalists: Two (2) White males; One (1) White female; and One (1) Other male.

Two (2) White males were hired for this position.

- Based on his interview and references, **the first selected White male** is highly skilled in all areas of the power plant industry. He answered interview questions in full detail, explaining his experience with regards to steam traps, high pressure boilers, Dearator Feed tanks, cooling towers, water treatment, and chillers. He is experienced with the operations, maintenance and repair of power plant equipment, based on his past experience working for the US Navy as a Machinist Mate 3rd class Petty Officer, and his current experience working as a Stationary Engineer for State of Connecticut Capital Community College (Board of Regents). He is also highly trained in water treatment working as a Nalco service representative for eight years.
- The **second White male selected** was deemed highly skilled in all areas of the power plant industry. He answered interview questions in full detail, explaining his experience with regards to steam traps, high pressure boilers, Dearator Feed tanks, cooling towers, water treatment and chillers. He has experience with the operations, maintenance and repair of power plant equipment based on his combined industry experience for 23 years. He is currently performing similar duties at UCONN.
- The **non-selected White female** had no experience with steam boilers, chemical treatment, cooling towers, Dearator feed tanks or steam traps. She is experience with hot water units but not steam. She did not have experience with the operations, maintenance and repair of power plant equipment. Her latest experience dates back to April 20, 2002 in which she held a position as Chief of Heating and Water in the Ukraine.
- The **non-selected Other male** is skilled in most areas of the power plant industry. He answered interview questions with some detail, with the exception of chilled water; he has little to no experience with chilled water helping to maintain systems, contracting out services. He is experienced with the operations, maintenance and repair of power plant equipment, based on his existing experience working as a Stationary Engineer for State of Connecticut Valley Hospital.

SERVICE MAINTENANCE/CUSTODIANS

Short-Term

- 1 White Male
- 1 Black Male
- 2 Black Females
- 2 Hispanic Males
- 1 Other Male

Long-Term

1. CUSTODIAN (C13-010)

Selection: **Two (2) Hispanic males and One (1) White male**

Two-Hundred Sixty-Two (262) individuals applied for this position: One Hundred Twenty-Six (126) White males; Eleven (11) White females; Forty-Six (46) Black males; Eight (8) Black females; Forty-Three (43) Hispanic males; Eight (8) Hispanic females; Four (4) Other males; Three (3) Other females; Seven (7) Unknown males; Two (2) Unknown females; and Four (4) Unknown Unknowns.

Fifty-Two (52) applicants were determined to be not qualified: Twenty-Three (23) White males; Nine (9) Black males; Two (2) Black females; Twelve (12) Hispanic males; Two (2) Hispanic females; One (1) Other male; One (1) Other female; One (1) Unknown male; and One (1) Unknown female.

One Hundred Ninety-Nine (199) applicants were found to be minimally qualified: Ninety-Nine (99) White males; Eleven (11) White females; Thirty-Four (34) Black males; Five (5) Black females; Twenty-Eight (28) Hispanic males; Six (6) Hispanic females; Three (3) Other males; Two (2) Other females; Six (6) Unknown males; One (1) Unknown female; and Four (4) Unknown Unknowns.

Eleven (11) applicants were determined to be qualified and were considered finalists: Four (4) White males; Three (3) Black males; One (1) Black female; and Three (3) Hispanic males.

These three (3) hires met three affirmative action goals for the university.

PROTECTIVE SERVICES

Short-Term

2 White Males
2 White Females
1 Hispanic Female

Long-Term

2 White Males

1. Police Officer (C12-018)

Selection: **One (1) White Female and One (1) Hispanic Male**

The University conducted a search to recruit for this Police Officer/Protective Services Trainee position. Advertisements and/or announcements were placed in the DAS Web site, CCSU's HR web site, and email to all CT State agencies for posting.

ELIGIBILITY REQUIREMENTS:

Police Officer: Candidates must have certification as a law enforcement officer in the State of Connecticut pursuant to regulations promulgated by the Police Officer Standards and Training Council. Note: Candidates with a pending certification status may be employed on a temporary basis pending recertification by the Police Officer Standards and Training Council.

Protective Services Trainee: Candidates must have applied and passed the Protective Services Trainee exam and be on the current certification list promulgated by the Department of Administrative Services. State employees currently holding the above title or those who have previously attained permanent status may apply for lateral transfer. Applicants will not have the opportunity to take the exam prior to the above closing date to qualify for this particular vacancy.

Knowledge, Skills and Abilities: Knowledge of police and security practices and procedures, relevant state and federal laws, statutes and regulations, traffic and crowd control practices and procedures, criminal law and court procedures; considerable interpersonal skills; oral and written communication skills; ability to analyze emergency situations and develop effective courses of action to same.

Special Requirements: Applicants must be U.S. citizens; must maintain certification as a Police Officer in the State of CT; must maintain certifications pursuant to the Police Office Standards and Training Council and/or agency requirements; must possess and retain a valid CT Motor Vehicle Operator license; may be required to obtain and maintain Emergency Medical Technician (EMT) certification.

Physical Requirements: Incumbents in this class must possess general good health, be free from any disease or injury which would impair health or usefulness and possess and retain sufficient physical strength, stamina, agility and visual and auditory acuity to perform the duties of the class. A physical fitness assessment will be required of all applicants. A comprehensive medical examination, including a controlled substance screening, will be required of all applicants upon a conditional offer of employment.

Ninety-Two (92) individuals applied for this position: Forty-Seven (47) White males; Eight (8) White females; Twelve (12) Black males; Four (4) Black females; Ten (10) Hispanic males; Six (6) Hispanic females; and five (5) Unknown males.

Eighteen (18) applicants were determined to be not qualified: Seven (7) White males; One (1) White female; Four (4) Black males; One (1) Black female; Two (2) Hispanic males; One (1) Hispanic female; and Two (2) Unknown males.

- **Seven White males** were deemed not qualified for the following reasons Four (4) submitted incomplete applications, two (2) were not on the protective services trainee list and were not POST certified and one (1) did not follow the application instructions.
- The **White female** was not on the protective services trainee list and was not POST certified.
- The **Hispanic female** was not on the protective services trainee list and was not POST certified.
- The first **Unknown male** submitted an incomplete application.
- The second **Unknown male** was not on the protective services trainee list and was not POST certified.

Sixty-Two (62) applicants were found to be minimally qualified: Thirty-six (36) White males; five (5) White females; Seven (7) Black males; One (1) Black female; Six (6) Hispanic males; Four (4) Hispanic females; and Three (3) Unknown males. The minimally qualified (including the **thirty-six(36) White males, five (5) White females, four (4) Hispanic females** and the **three (3) Unknown males**) had no police experience and minimal related experience, irrespective of educational achievement.

Twelve (12) applicants were determined to be qualified and were considered finalists: Four (4) White males; Two (2) White females; One (1) Black male; Two (2) Black females; Two (2) Hispanic males; and One (1) Hispanic female.

One (1) White Female and One (1) Hispanic male were hired for this position.

- The **selected White female** met an affirmative action goal for the university.
- The **selected Hispanic male** is POST certified and has a bachelor's degree in criminal justice and a master's degree in criminal justice homeland security. He has over 23 years of police experience in an urban environment.
- The **non-selected White female** withdrew from the process.
- The **first non-selected White Males** withdrew his applications and the **second White male** declined the offer.
- The **third non-selected White male** has a bachelor's degree in justice and law. He works as a substitute teacher. While he works as an armed security officer, he does not have any experience as a police officer.

- The **fourth non-selected White male** does not possess a college degree. He has worked at security-related posts and has previously worked at a police agency for 12 years however not in an urban environment. Additionally, he does not have recent experience as a police officer as he has not worked as a police officer in five years. Additionally, he does not have the level of experience as the chosen Hispanic male candidate.
- The position was also offered to two **Black females**—one did not pass related background a check and the second Black female did not pass the agility test after two attempts.
- The **Hispanic female** was offered the position but did not pass related background and/or agility tests.

No other goal candidates remained in the pool.

PROMOTION GOALS ANALYSIS:

EXECUTIVE/ADMINISTRATIVE (EE01)

1 White Females

1. ASSOCIATE VP & DEAN OF GRADUATE STUDIES (C13-059) FITZGERALD

Selection: **One (1) White Female**

Nine (9) individuals applied for this position including: Three (3) White males; Two (2) White females; Three (3) Black males; and One (1) Unknown male.

Five (5) applicants were determined to be not qualified: Three (3) White males; One (1) White female; and One (1) Black male.

Four (4) applicants were determined to be qualified and were considered finalists: One (1) White female; Two (2) Black males; and One (1) Unknown male.

The University met a goal with the promotion of this White female.

FACULTY (EEO2)

In this category, the American Association of University Professors (AAUP) Collective Bargaining Agreement (Article 4.11) governs promotions. The criteria for promotion set forth in the contract include a terminal degree, years of successful teaching, strong scholarship, including publications, and service to the University. A faculty member who wishes to be considered for promotion must submit notification in writing to the department chairperson as well as the Department Evaluation Committee (DEC) Chairperson by the deadline stated in the contract. The faculty member's portfolios are reviewed and evaluated by the DEC, the appropriate dean, and the Promotion and Tenure Committee (P&T), with each making a recommendation based on the criterion set forth in Article 4.11.9.1-4.11.9.5 of the Collective Bargaining Agreement. These recommendations are then sent to the President and pursuant to Article 4.11.14, the President makes recommendations for promotion and/or tenure to the Board of Trustees, based on the criterion noted above. If the President determines that the faculty member's portfolio has not met the criterion set forth in the Collective Bargaining Agreement, that faculty member is not recommended for promotion and/or tenure. This procedure for granting promotions is conducted on an annual basis.

A. PROFESSOR

11 White Females
8 Other males

There were twelve (12) faculty members who applied for promotion to Professor: Four (4) White males; Three (3) White females, One (1) Black female, Two (2) Hispanic males, and Two (2) Other males. Ten (10) applicants were recommended for promotions to Professor based on the evaluations of the DEC, the deans, the P&T, and the President: three (3) White males, Three (3) White females, One (1) Black female, two (2) Hispanic females and one (1) Other male.

One (1) White male non-goal candidate and one (1) Other male goal candidate were denied promotion because he failed to meet the criterion set forth in Article 4.11.9.1-4.11.9.5 of the Collective Bargaining Agreement.

Of the Ten (10) promotions that occurred, the University achieved three (3) White females and one (1) Other Male of the established promotional goals. Thus out of the ten (10) possible opportunities for goal achievement, the University achieved four (4).

No other goal candidates applied for promotion.

From	To
3 White males (Associate Professor)	Professors
3 White females (Associate Professor)	Professors
1 Black female (Associate Professor)	Professor
2 Hispanic males (Associate Professor)	Professors
1 Other male (Associate Professor)	Professor

B. ASSOCIATE PROFESSOR

1 Black male
2 Black female
2 Hispanic females
1 Other females

There were twenty (20) faculty members who applied for promotion to associate professor: Eight (8) White males; Seven (7) White females; One (1) Black male; One (1) Black female; Two (2) Hispanic females; and One (1) Other male. Eighteen (18) applicants were recommended for promotion to associate professor based on the evaluations of DEC, the deans, the P&T and the Provost: Six (6) White males; Seven (7) White females; One (1) Black male; One (1) Black female; Two (2) Hispanic females; and One (1) Other male.

Of the eighteen (18) promotions that occurred, the University achieved the Black male, one (1) Black female and two (2) Hispanic female goals established during the reporting period. In addition, the promotion of the Other male achieved the university's goal of diversifying the faculty in the rank of associate professor.

From	To
6 White males (Assistant Professor)	Associate Professors
7 White females (Assistant Professor)	Associate Professors
1 Black male (Assistant Professor)	Associate Professor
1 Black female (Assistant Professor)	Associate Professor
2 Hispanic females (Assistant Professor)	Associate Professors

1 Other Male (Assistant Professor)

Associate Professor

C. ASSISTANT PROFESSOR

No promotional goals were established. No promotions occurred in this category.

D. Coaching/Athletics

No promotional goals were established. No promotions occurred in this category.

PROFESSIONAL/NON-FACULTY (EEO3)

No promotional goals were established.

1. ASSISTANT IN HUMAN RESOURCES 1 (C14-013) REVOIR

Selection: **One (1) White female**

Two Hundred Seventy (270) individuals applied for this position: Twenty-Six (26) White males; One Hundred Thirty-Four (134) White females; Seven (7) Black males; Fifty-One (51) Black females; Two (2) Hispanic males; Twenty-Eight (28) Hispanic females; Three (3) Other males; Nine (9) Other females; Two (2) Unknown males; and Eight (8) Unknown females.

Two Hundred Fifty-Seven (257) applicants were determined to be not qualified: Twenty-Five (25) White males; One Hundred Twenty-Four (124) White females; Seven (7) Black males; Fifty (50) Black females; One (1) Hispanic male; Twenty-Eight (28) Hispanic females; Three (3) Other males; Nine (9) Other females; Two (2) Unknown males; and Eight (8) Unknown females.

Thirteen (13) applicants were determined to be qualified and were considered finalists: One (1) White male; Ten (10) White females; One (1) Black female; and One (1) Hispanic male.

One (1) White female was selection for this position.

The **selected White female candidate** met all required and preferred qualifications. She has experienced with the verification and auditing of timesheets submissions in CoreCT as well as extensive experience with Banner, CoreCT, creating reports and benefit processing for part-time faculty members. She also has experience with new hire forms for student workers in both CoreCT and Banner. She has worked in the CCSU business for ten years.

There were no promotional goals for this category.

SECRETARIAL CLERICAL (EEO 4)

A. SECRETARIAL CLERICAL (Excluding Administrative Assistant and Secretary 2)

No promotional goals were established. No promotions occurred in this category.

B. SECRETARIAL CLERICAL/ADMINISTRATIVE ASSISTANT

1 Hispanic Female

From

1 Black female from Secretary 2

To

Administrative Assistant

The University did not achieve a promotional goal when this Black female was reclassified and promoted within her position. However, this did meet an underutilization in the category.

C. SECRETARIAL CLERICAL/SECRETARY 2

No promotional goals were established. No promotions occurred in this category.

TECHNICAL/PARAPROFESSIONAL (EEO 5)

No promotional goals were established. No promotions occurred in this category.

PROTECTIVE SERVICES

No promotional goals were established. No promotions occurred in this category.

SKILLED CRAFTS (EEO 6)

No promotional goals were established. No promotions occurred in this category.

SERVICE MAINTENANCE (Excluding Custodians) (EEO 7)

- 1 White Female
- 1 Hispanic Female

No promotions occurred in this category.

SERVICE MAINTENANCE/CUSTODIANS (EEO 7)

No promotional goals were established. No promotions occurred in this category.

III. PROGRAM

The Office of Diversity and Equity focused its recruitment activities on those areas where difficulties are identified. The ODE collaborated with Human Resources, SUOAF/ AFSCME Minority Recruitment and Mentoring Committee (MRMC), and AAUP Minority Recruitment and Retention Committee (MRRC) to target alternative recruitment sources, develop creative strategies, and explore new avenues in order to facilitate the achievement of the 2013-14 established goals. In addition, the University will continue to evaluate its comprehensive recruitment initiatives in light of the above stated program goal.

It is important to note that with the current economic downturn and circumstances, most of the Universities hiring activities were severely curtailed. Thus, many planned hiring and recruitment, which would have provided the University with the opportunity to meet its hiring/affirmative action goals, were not realized.

The Office of Diversity & Equity expanded its recruitment activities in an effort to recruit qualified personnel in those areas where difficulties were identified. The Office worked with Human Resources, SUAOF/AFSCME Minority Recruitment and Mentoring Committee (MRMC), and AAUP Minority Recruitment and Retention Committee (MRRC) to increase targeted recruitment sources in order to facilitate achievement of the established hiring goals for the 2013-2014 Affirmative Action Plan. The Office, in conjunction with MRRC and MRMC, continued to explore all available avenues to expand its recruitment efforts and continue implementation of the University's comprehensive recruitment initiative.

In its efforts to expand its recruitment activities, the University continues to require that all search committees identify their recruitment sources and activities that they intend to utilize during the search process. In many other instances, the Office of Diversity and Equity has advised and required that search committees utilize more sources of advertisement or extend searches in order to develop larger and more varied applicant pools.

In collaboration with the Office of Human Resources, the search process manual was updated, new advertising sources identified, and a new process of doing search charges (search committee training) was developed.

Summary of Achievement of 2013-2014 Goals

Goal	Description of Goal	Progress towards Goal
Goal 1	<p>Searches</p> <ul style="list-style-type: none"> • Revise hiring manual as needed; • Continue to identify new advertising sources to maximize the applicant pool and lower the cost of advertising; • Continue to provide training to all unclassified search committees on search process, affirmative action and equal opportunity principles to ensure a thorough and complete process; • Assist search committees with the creation of their screening such as qualification rubric, interview and reference questions; • Conduct an evaluation of the searches for the Assistant Professor which include Black males applicants to identify any barriers for progression in the hiring process; • Develop a recruitment plan with search committees that address the selection of advertising sources to increase the number of people of color and women applicants; and, • Continue to work with search committee members to minimize the number of preferred qualifications so that the applicant pool is more likely to be increased and diversified. 	<ol style="list-style-type: none"> 1. Search and hiring manual was revised. The following changes were made: new forms developed 2. The university advertised in over 90 sources. Continued to advertise all unclassified positions in higheredjobs.com, Diverse and Hispanic Outlook. All classified searches were advertised using the DAS and CCSU web sites. 3. All unclassified search committee were provided one hour training session on search process, affirmative action and equal opportunity principles. Additional employees were provided ongoing technical assistance on conducting reference checks and documenting the search process to avoid using subjective language. 4. During search charge meetings, the notice of vacancy and advertisement are reviewed, clarified and modified to ensure required qualifications focus on the essential job functions and the needs of the department. 5. Worked with deans and hiring managers to ensure that their job announcements only included required qualifications were essential to the functions of the job. Additionally reduced the number of preferred qualifications concentrating on the needs of the department.
Goal 2	<ol style="list-style-type: none"> 1. <u>Training</u> <ul style="list-style-type: none"> • Expand training opportunities for employees, students and campus community by providing sessions concerning sexual harassment, sexual violence and disability awareness. Continue to provide cultural programming; 	<ol style="list-style-type: none"> 1. Training opportunities were expanded and over 2000 employees were provided training. In addition to the diversity and sexual harassment training sessions, a variety of speakers, workshops and performances addressing 2. During the plan year the University

Goal	Description of Goal	Progress towards Goal
	<ul style="list-style-type: none"> • Provide targeted sessions on protected class issues resulting from employee concerns or complaints; • Incorporate gender identity training component into the diversity training sessions in collaborations with LGBT Center Advisory Committee; • Increase the number and visibility of sexual harassment prevention posters; • Organize the third annual Disability Awareness Month; • Hire a victim’s advocate to provide additional training on prevention of sexual harassment including sexual misconduct; • As part of the recruitment and retention programs for AAUP and SUOAF fund professional development activities that increase the retention of these employees and their cultural competency to serve a cultural diverse student body; and, • Continue to provide sexual harassment on-line training. 	<p>continued to provide cultural programming focusing on a variety of protected class areas such as race, religion, sexual orientation, gender identity and expression. (see the internal communication supportive materials section)</p> <ol style="list-style-type: none"> 3. The third annual Disability Awareness Month was celebrated and a variety of program activities were held. Because the previous year, the Challenging the Human Existence was cancelled twice due inclement weather two expos were held this reporting period—one in March and the second one in October. 4. This year 13 diversity sessions were conducted serving 413 employees. In collaboration with True Colors employees were provided training on gender identity and expression. 5. The online sexual harassment continues to be successful over 680 completed the online training. Supervisors, faculty and staff are required to complete the two hour training and student employees complete one hour training. 6. The hiring of a full-time victim’s advocate and the person should be hired by the beginning of the next academic year. 7. CCSU Spring 2014 Red Flag Campaign – Through a multi-departmental committee, CCSU successfully implemented a five-week Red Flag Campaign to raise campus-wide awareness on the warning signs (“red flag”) in relationships. The university utilized multiple approaches to reach over 10,000 individuals. <ul style="list-style-type: none"> • During the first week, the university conducted an extensive marketing campaign by placing several hundred red flags around campus, posting over 150 posters in academic buildings, dining halls and resident halls, sending out campus-wide emails and displaying campaign information on the electronic billboards. Activities included staffing informational

Goal	Description of Goal	Progress towards Goal
		<p>tables at the student center and highly attended campus events including the double header basketball game, CAN Comedy Night, a Greek life event and various lecture/workshops events.</p> <ul style="list-style-type: none"> • CCSU’s campaign was featured at a women’s and men’s double header basketball home game which included making public service announcements, staffing informational tables by university offices and community partners, cheerleaders wearing campaign t-shirts, coaches wearing red ties, and using the electronic advertising signage. • CCSU was able to utilize on- and off-campus media sources to reach a broader audience. The campaign was featured in three issues of <i>The Recorder</i>, CCSU student newspaper, two articles in the <i>New Britain Herald</i> and on a CT news network. • CCSU’s campaign placed door hang tags (listing campus/community partners’ resources and services) on every room in the residence halls, table tents in key university dining facilities, and mugs filled with candies and informational cards in key offices around the campus. <p>In the fall, CCSU will once again launch the Red Flag Campaign and engage more departments to play an active role in this bystander intervention awareness initiative (training) and during the spring semester the university will launch a sexual awareness and prevention campaign (focusing on men as survivors, victims and bystander)led by men.</p> <p>8. The women center coordinator provided sexual harassment and sexual assault awareness prevention training at all residence halls.</p>
Goal 3	<p>2. <u>Women’s Issues</u></p> <ul style="list-style-type: none"> • Increase the number of participants in the following support groups: sexual violence, Latina, and Sisters; 	<ol style="list-style-type: none"> 1. The center continues to provide support groups and the attendance ranges from one to 15 participants per week. 2. Provided five sessions for women of color

Goal	Description of Goal	Progress towards Goal
	<ul style="list-style-type: none"> • Provide training opportunities to women of color on work life balance, financial planning and career planning. 	<p>on financial planning, educational resources and workplace climate issues</p>
Goal 4	<p>3. <u>Policy Development</u></p> <ul style="list-style-type: none"> • Update complaint procedure; • Work with the Committee for the Concerns of Women on developing an anti-bullying policy. • Notify employees of the changes to the existing polices and the development of new policies. 	<ol style="list-style-type: none"> 1. The review was conducted and changes to the complaint procedure were done. 2. At this time, a policy has not been finalized. 3. Over 2500 policy booklets printed. Notification was send to employees on XXXX and hard copies provided to employees who do not have an email address.
Goal 5	<p>4. <u>Ensure Equal Access</u></p> <ul style="list-style-type: none"> • Conduct ADA assessment of the University website; • Increase the number and quality of lactation rooms; • Increase the number of gender neutral bathrooms 	<ol style="list-style-type: none"> 1. The university is reviewing and making changes to the website. 2. Added another lactation room. Additional rooms are at identified as needed. 3. The university increased the number of gender neutral bathrooms from four (4) to seventeen (17).

ARTICLE 10 — ADMINISTRATIVE FACULTY RANKS, JOB DESCRIPTIONS, AND INTERNAL POSTINGS

10.1 A job description for every bargaining unit position shall be on file in the Human Resources Office. An individual's job description shall be available to him or to SUOAF-AFSCME upon request.

10.2 All positions within the bargaining unit shall be classified as Administrator I through Administrator VII. The Administrator I rank is comprised of two separate classifications: trainee or working level. This system of administrative faculty ranks shall remain in effect for the Contract term or until changed by mutual agreement.

10.2.1 Administrator I/Trainee Appointees to the trainee class will perform a variety of duties of increasing difficulty as skills are acquired during the course of the training program. Appointees shall be accountable for mastering the skills necessary to satisfactorily perform at a professional working level of a higher rank.

Appointment to this class is for a period not to exceed two (2) years. Individuals with the previous relevant experience may be advanced to the higher rank any time during the two-year period, as recommended by the appropriate supervisor.

10.2.2 Administrator I/ Working Level Appointees to the working-level class perform at a professional working level with duties confined to one functional area.

10.3 In cases where: (1) Management creates a new bargaining unit position; or (2) Management makes a major change to an existing job description, the Board will fulfill its statutory obligations by negotiating the impact of the new job description on wages, hours, and other conditions of employment where such are not already prescribed by this Agreement.

10.4 For purposes of this Article,
o "Promotion" shall mean a change of a member from one bargaining unit rank to a higher rank.
o "Reclassification" shall mean any major change in duties responsibilities, and/or rank affecting an incumbent in his position.

10.4.1 As opportunities occur in the bargaining unit, the Chief Human Resources Officer shall provide electronic notice to all SUOAF Chapter Presidents and designees and send an electronic notice to the Associate Vice Chancellor for Human Resources and Labor Relations and the other Chief Human Resources Officers. Each Chapter President shall be provided current mailing labels upon request and shall be responsible for university distribution of electronic or written notice. Failure to receive written or electronic notice shall not be grievable if the Chief Human Resources Officer has distributed the original notice as described above. Local member expressions of interest must be communicated to the designated Management Official within ten (10) work days of notification distributed by the Chief Human Resources Officer. Any bargaining unit member may participate in this process who has obtained employment within the bargaining unit through an affirmative action search. Such members may apply during an advertised, affirmative action search.

At the close of this period, the designated Management Official shall review and consider any and all requests from members interested in promotional opportunity. He shall then notify members in writing as to the disposition of their requests.

10.4.2 Failure to promote a bargaining unit member is not grievable.

10.5 When Management establishes a new position or reclassifies a filled bargaining unit position, the parties shall negotiate the appropriate rank. The parties shall have ten (10) working days from receipt of the job description by SUOAF to negotiate. Unresolved disputes shall be subject to the Grievance Procedure.

10.5.1 When Management promotes a bargaining unit member or reclassifies the member's position to a higher rank, Management, after consultation with the Union, shall increase the member's salary not less than six (6) percent and said member must be paid at least the minimum of the new rank.

10.5.2 Management may, after consultation with the Union, assign a position to a higher rank or implement an in-rank salary adjustment in order to address disparities reflected in the marketplace.

10.5.3 Management may offer a retention bonus to members whose skills bring special value to the University and when such skills are in

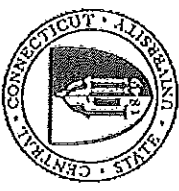
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**CENTRAL CONNECTICUT
STATE UNIVERSITY**



HIRING AND SEARCH MANUAL

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This manual will assist hiring managers and Search Committees in recruiting, interviewing, selecting, and hiring candidates for employment at Central Connecticut State University (CCSU).

Questions should be directed to the Human Resources Department (#21751, Davidson 101) or the Office of Diversity & Equity (#20178, Davidson 102). We welcome your comments and feedback on the contents of this manual

DISCLAIMER

The information contained in this manual is subject to change based on revisions to collective bargaining agreements, statutes, and CSU/CCSU policies. In the event of any conflict between the information contained herein and the provisions of any application contract or statute, the contract or statute shall govern in all cases.

CHANGES AND REVISIONS

This Manual is available on the both the Human Resources (HR) and the Office of Diversity & Equity (ODE) web pages. Revisions and updates will be made electronically and the most up-to-date version will always be available online.

SECTION 1
UNCLASSIFIED POSITIONS
AAUP, SUOAF, and
MANAGEMENT/CONFIDENTIAL

AAP-1 PERSONNEL ACTION REQUEST FORM

Prior to completing a Personnel Action Request, (re)filling the position *must* be approved by the President. If a request was not submitted during the fiscal year budget process, a justification to refill the position must be sent to Karen Portera, Human Resources.

The AAP-1 Personnel Action Request Form must be submitted and approved before any temporary or permanent bargaining unit or management/confidential position can be filled. The link to the AAP-1 form is at the bottom of this page.

AAP-1s are *NOT* required for University Assistant (UA) or Student Worker positions. See hiring procedures for UAs and Student Workers in Sections 4 and 5.

**PROCEDURES FOR POSITIONS REQUIRING AN
AFFIRMATIVE ACTION SEARCH**

REGULAR APPOINTMENT (AAUF) (Article 4.8.1)

TERM APPOINTMENT (SUOAF) (Article 3.2)

**NON-TEMPORARY APPOINTMENT (Management Confidential Policies)
(Article 6.5-6.6)**

Completing the AAP-1 Personnel Action Request Form

- The hiring manager is responsible for completing the AAP-1 and securing all necessary approvals.
- Indicate whether the request is to:
 - ✓ Establish a new position
 - ✓ Refill a vacant position or
 - ✓ Refill and reclassify a vacant position
- A written justification is required for all requests, including an explanation of how the position will be funded.
- Fill/Refill of a non-faculty position *must* be approved by the President by either a request during the fiscal year budget process OR a justification to (re)fill (RIF). Human Resources will submit the request to the President and will notify the Hiring Manager when approved.

This is also a good time to review the existing job description for the position to determine if it still meets the department's needs.

For all positions except AAUP, a copy of the job description and organizational chart MUST be attached to the AAP-1.

If a job description needs to be created or changed, contact Human Resources (x21856) for guidance. (See Job Descriptions on p.10 for more information).

The completed AAP-1 form is routed to the appropriate Vice President, the Budget Office, and the Human Resources Office for review and approval.

Once the AAP-1 has been approved, Human Resources will notify the hiring manager and the search process can begin. Procedures may vary depending on contractual requirements.

Internal SVOAF notice

SVOAF members at all ConnSCU campuses and the Board of Regents receive electronic notice of all bargaining unit openings in accordance with Article 10.4.1 of the collective bargaining agreement. Any SVOAF member who is interested in the position must be considered for the position, but hiring managers are under no obligation to hire from within the internal pool of candidates.

In accordance with Article 10.4.2, failure to promote a bargaining unit member is not grievable.

Internal SVOAF hire

If a member of the SVOAF bargaining unit is selected for the position, the hiring manager sends a memo to the appropriate Vice President/Chief Officer, requesting an internal transfer. If approved, the hiring manager calls the recommended candidate to make a conditional offer of employment. At this time, it is appropriate to discuss a salary offer and a proposed starting date.

If salary requirements must be adjusted, the hiring manager should not make any commitments, but should seek guidance from the Vice President/Chief Officer and/or Human Resources. The hiring manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.

If the candidate accepts the university's conditional verbal offer of employment, the hiring manager notifies Human Resources.

Human Resources will prepare the appropriate appointment letter for the President's signature.

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The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.

Employment and benefit information are sent to the candidate along with the appointment letter.

The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned to Human Resources and the candidate fills out necessary employment forms, the new employee is put on the payroll.

Search Number and Search Packet

If an internal hire is not made, an external search begins.

Human Resources will assign a search number and will email the Hiring Manager with instructions on forming the search committee. The Hiring Manager must forward a list of Search Committee members to the Office of Diversity & Equity (ODE) and identify the Chair.

Once the search number has been issued and the ODE has been notified, ODE will send a Search Packet to the Search Chair. This packet provides important information to the Search Committee and is used throughout the process to organize search forms.

JOB DESCRIPTIONS for SVOAF and MANAGEMENT/CONFIDENTIAL POSITIONS

Job descriptions for SVOAF and Management/Confidential positions must be attached to the AAP-1 form when submitted.

Review the current job description for the position to ensure that it accurately reflects the duties and responsibilities, as well as the *minimum* qualifications for the position being established or filled. Preferred qualifications should not be included in the job description, but may be included in the advertisement for the position.

If the current Job Description is accurate

If the current job description does not require any changes, attach it to the AAP-1 along with a current organizational chart.

If the current Job Description needs updating

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If the job description needs to be revised or updated, contact Human Resources (x21856) for assistance. HR will work with the department to make the necessary revisions to the job description and get the necessary approvals and signatures, if required.

Once approved, the revised job description should be attached to the AAP-1 along with the organizational chart.

If a new Job Description is required

If the position is NEW and we do not have a current job description, contact Human Resources (x21856). HR will determine if an existing description can be modified or if a new job description is needed. HR will work with the Hiring Manager to ensure that the job duties and the qualifications are accurate. If the position requires review by the system-wide Council on Employee Relations (CER) and union officials, HR will obtain the necessary approvals.

AAP-2 AFFIRMATIVE ACTION SEARCH PLAN

Running a successful search is an art, not a science. However, there are best practices and guidelines that should be followed by all Search Committees to ensure a successful, credible process.

The search process is part of the overall retention process. A well run search will help to ensure that the candidate who is ultimately hired is a good match for the position, which leads to improved retention.

Forming the Search Committee

In order to ensure that the most qualified candidates are recruited and selected for unclassified positions, interviews are conducted by Search Committees.

The Hiring Manager selects members to serve based on their experience and/or knowledge of the position being filled. For most positions, three or four members for a Search Committee are appropriate. For positions that have a campus-wide impact, such as Provost, it may be appropriate to have a larger committee so that more members of the university community are represented.

The Search Committee membership should reflect the diversity of culture, thought, experience, and viewpoints represented by the students, faculty, and staff at CCSU.

The hiring manager should not be a member of the Search Committee.

The CSU Policy Regarding Nepotism in Employment requires that "any employee serving on a Search Committee must excuse themselves from consideration of the qualifications of a relative if one applies for the position and must further disclose to the Search Committee that said candidate is a relative."

Article 11.3 of the SUOAF-AFSCME contract requires that "if a Search Committee is used to screen applicants for a bargaining unit position(s), at least one of its members will be appointed by the union." Hiring managers must contact the CCSU SUOAF-AFSCME President for the name of a SUOAF representative to serve on the Search Committee.

Role of the Search Chair

The Chair ensures that the Search Committee's charge is carried out.

The Chair sees to it that Committee discussions are open and that every Search Committee member has an opportunity to voice his/her opinion. His/her role is to bring about consensus among the committee members.

The Chair contemporaneously documents all of the Committee's decisions, and records those decisions in the meeting minutes. Internal discussions or procedural matters should not be recorded.

The Chair ensures that procedures are followed and that all necessary forms are completed and processed in a timely fashion.

The Chair keeps the Hiring Manager informed of the Search Committee's progress.

The Chair corresponds with all candidates on behalf of the Search Committee.

Role of the Search Committee

The Search Committee establishes a Search Plan including:

Determining advertising and recruitment sources

Identifying special recruitment efforts to ensure a diverse pool of candidates

Personally recruiting for the position

Determining Preferred and Minimum Qualifications

Drafting the ad copy

Establishing criteria and standards for evaluating candidates' credentials based on the position description and the advertised qualifications. The agreed-upon standards should be recorded in the Search Committee meeting minutes.

Setting timelines for application review and interviews

Determining the interview format

- Establishing a communication plan for the department/campus and the candidates
- Setting up a tentative timeline for the search process. Have realistic expectations and try to create a schedule that works for everyone on the committee.
- Search Committee members should make every effort to attend all meetings.
- All deliberations must occur within the Search Committee meetings.
- Search Committee members should not discuss the search outside of meetings, with Search Committee members or others.
- If the Search Committee is communicating via e-mail, all members should be copied on the correspondence.
- All Search Committee members are responsible for ensuring that all applicants are treated fairly and equitably.

Next Steps

- The Hiring Manager must send the names of the proposed Search Committee members and the Search Chair to the ODE via e-mail for approval
 - Once the membership of the Search Committee has been approved, the Committee must meet to discuss a recruitment plan and draft the proposed Notice of Vacancy and advertisement (see page 14 for Notice of Vacancy template).
 - The Search Chair completes the AAP-2, attaches the proposed Notice of Vacancy and advertisement, and forwards it to the appropriate parties for approval
 - The Search Chair then contacts the ODE (x21652 or sovetxx@osu.edu) and provides possible dates when all Search Committee members are available for the Charge meeting (See Appendix A for Search Charge).
 - At the Charge meeting, ODE staff will explain the search process, the committee's responsibilities, and finalize the proposed advertisement and advertising sources.
 - The Search Committee will also receive information at the Charge meeting regarding affirmative action goals for the position being searched.
- No position will be advertised until the AAP-2 form has been approved by the ODE and the Search Committee has received its charge.**

Search Committee Communications with the Campus Community

- Searches for positions that have university-wide impact are of great interest to the campus community. For example, the hiring of a new Provost or Library Director is of critical importance to many constituencies.

- It is very important that searches appear transparent and open, and that campus constituencies are included in the search process by providing opportunities for faculty, staff, and students to meet with candidates who come to campus.
- Arranging for multiple meetings that include all interested groups can be a logistical challenge, but it is a critical part of the search process and every effort should be made to allow ample opportunity for participation when candidates come to campus.
- Search Committees are encouraged to maintain regular communication with the various campus constituencies who might be interested in the progress and outcome of the search. This communication may include campus-wide e-mails, announcements at the Faculty Senate, requests to participate in Open Forums, and requests for input and feedback for as much information as possible without compromising the confidentiality of Search Committee discussions.
- Search Committees should provide regular updates to the campus on the progress of searches that have campus-wide impact
- Campus-wide forums should include an opportunity for attendees to sign in and provide feedback to the Search Committee, through a short survey or questionnaire.
- The Faculty Senate Appointments and Personnel Committee may contact Search Committee Chairs for information and regular updates regarding searches.
- While Search Committee deliberations are confidential, committees are encouraged to share as much other information about the search as possible with interested groups on campus.

NOTICE OF VACANCY

- A draft NOTICE OF VACANCY (long and short versions) must be attached to the AAP-2 form.
- The short version (the actual published advertisement) should include qualifications, application instructions and submission deadline.
- The proposed draft Notice of Vacancy submitted with the AAP-2 must include:
 - Basic minimum qualifications;
 - Preferred qualifications (if applicable); and,
 - Date when applications will no longer be accepted.

The Minimum Qualifications should be the absolute minimum required in order to be considered for the position. Generally, this includes an educational requirement and some related experience, but every effort should be made to keep the Minimum Qualifications as general as possible. Be inclusive. Don't require qualifications that will unnecessarily exclude qualified applicants.

The Preferred Qualifications should provide more specific credentials, experience, or skills that would be desirable in a candidate.

Whenever possible, in order to make searches more inclusive and to give Search Committees more flexibility, the advertisement should include a statement that "substantially comparable experience and/or credentials" will be considered. In the case of SUOAF positions, Article 12.2 of the SUOAF contract states that "these qualifications are not designed to bar appointment of persons who have demonstrated unusual ability or promise."

Strategic recruitment is an important tool in increasing diversity among faculty and staff. Be sure to include at least two advertising sources that specifically target historically underrepresented groups in the field. Include pro-active recruitment strategies, such as attendance at conferences, to diversify the candidate pool.

All candidates are required to complete the demographic information needed to monitor AA/EEO before they start the application process. Instructions are included in the advertising template. Race and gender information are optional, and the candidate will decide whether or not to provide this information.

All vacancy notices and advertisements must be reviewed and approved by the Office of Diversity & Equity before placement.

NOTICE OF VACANCY TEMPLATE FOR CCSU'S WEBSITE
(tailored to the specific position and linked from a short advertisement)

DEPARTMENT: JOB TITLE (#CXX-XXX)

Central Connecticut State University's Department of _____ invites applications for a _____ successful candidate will (provide general description of duties) and contribute actively and effectively to student growth, services, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- _____ in _____ or a related discipline. OR: The completion of the Ph.D. is required by _____ (insert date of completion).
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications:

- College teaching experience.
- Xxxxxxxxxxxxxxxxxxxxxxxxxxxxx
- Xxxxxxxxxxxxxxxxxxxxxxxxxxxxx

The University: CCSU is a comprehensive public university, one of four universities in the Connecticut State University System. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU's motto is more than a slogan; it articulates the University's commitment to students: "Start with a dream. Finish with a future." The Princeton Review selected CCSU as one of "The Best Northeastern Colleges." CCSU serves approximately 12,700 students—9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 20 percent of students are of traditional minority heritage. Visit our web site at <http://www.ccsu.edu/>.

The Community: CCSU is located in New Britain, a city of some 70,000, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American Arts and offers a range of culture opportunities, including the New Britain Symphony Orchestra, the New Britain Rock Cats (Double A professional baseball), two theatres, and an extensive park system. The University is approximately 2 hours (by car) from both Boston and New York City.

Application & Appointment: For full consideration, applications must be received by [date]. To begin the application process, click on the *Apply Now* button and submit the following as *one document*:

- Letter of interest addressing qualifications for the position;
- Current curriculum vita or resume; and,
- Names of three current professional references with mail and email addresses, and phone numbers;
- Unofficial transcripts. (FOR FACULTY ONLY)

Please make sure your Social Security Number is not listed on any documents submitted. Redact any personally identifiable information.

For more information, contact _____ at (860) 832-xxxx or _____@ccsu.edu; TTY users call: 860-832-1954.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

TEMPLATE FOR SHORT EXTERNAL AD

DEPARTMENT: JOB TITLE #CXX-XXX

Central Connecticut State University's Department of _____ invites applications for a _____

Required Qualifications:

_____ in _____ or a related discipline. OR: The completion of the Ph.D. is required by [insert date of completion].

- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications:

- College teaching experience.
- XXXXXXXXXXXXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXXXXXXXXXXXX

Application & Appointment: For full consideration, applications must be received by [date]. For more information and to begin the application process, go to www.ccsu.edu/jobs.

Completing the Affirmative Action Search Plan (AAP-2)

- The **Affirmative Action Search Plan (AAP-2)** must be completed and approved before the search can proceed.
- The AAP-2 form should outline the University's strategies for recruiting a diverse pool of candidates. Along with the traditional recruitment sources, the Search Committee should identify additional methods of recruitment, such as attendance at conferences, depending on the particular position.
- The HR and ODE staff work with the Search Committee Chair to ensure that all advertising sources identified on the AAP-2 are utilized. HR places the ad and provides funding for one large ad. Departments are generally responsible for funding additional advertisements.
- Besides CCSU's website, the ad is placed on three other websites: Hispanic Outlook, Diversejobs.net and, higherjobs.com.
- The names of all Search Committee members, including their race/ethnicity and gender, must be included on the form.
- For SUOAF positions, the member who has been appointed by SUOAF must be so identified on the AAP-2.
- Once the AAP-2 form has been approved, recruitment may begin.

AAP-3 CANDIDATE REVIEW PROCESS

Interviews cannot begin until the AAP-3 form has been approved.

Reviewing Applications

- Acknowledge receipt of each application as soon as it is received.
- The Search Committee members undertake a paper review of the application materials submitted by each candidate.
- Candidates are placed in one of three categories, based on the paper review and the pre-determined selection criteria: **Highly Qualified/Finalists; Minimally Qualified; Not Qualified.**
- The Search Committee is responsible for selecting the pool of candidates to be interviewed.
- If the Search Committee needs clarification about some aspect of a candidate's application, they must contact ALL applicants to request the same information. All candidates must be given the same consideration and opportunity.

What if the pool is not large and/or diverse enough?

- If advertising sources have not generated a large enough or diverse enough applicant pool, the Committee should re-advertise using different sources in order to attract a larger pool of candidates. Seek guidance from the ODE before re-advertising.

What if Search Committee members know the candidate(s)?

- If any of the candidates are known to members of the Search Committee, this fact should be disclosed. If a Search Committee member feels that he/she cannot be objective about a candidate, he/she should excuse him/herself from deliberations regarding that candidate.
- This is a paper review, and the Committee should be careful to consider only the application materials supplied by the candidates. Even if Search Committee members are familiar with the candidate, the category placement should be based on the credentials submitted, not personal knowledge of the candidate.

EVALUATING APPLICATIONS

Evaluation Criteria:

- Utilizing the standards that were agreed to by the Committee at the outset, review each candidate's application materials thoroughly to determine whether the candidate Exceeds Qualifications, is Minimally Qualified, or Not Qualified.
- All members of the Search Committee must use the same standards to evaluate the applicants.
- If the candidate does not meet one or more of the minimum qualifications listed in the advertisement, he/she should be placed in the Not Qualified category. In the reason column, state the requirement(s) the applicant has not met. For example, if teaching experience is required and the applicant does not have teaching experience, then the reason should state "Applicant lacks teaching experience."
- If the candidate meets all of the minimum qualifications, he/she should be placed in the Minimally Qualified category. For example, if supervisory experience is preferred, and the candidate does not have supervisory experience, then the reason for placement in the minimum category is that the candidate "lacks supervisory experience."
- The Search Committee then identifies those candidates who will be placed in the Finalist/Exceeds Qualifications category based on preferred qualifications listed in the job advertisement. This category should include candidates who meet all required qualifications and at least one preferred qualification. In the "reason" column, state the preferred qualification(s) the applicant has met.
- The Committee should decide what criteria they will use to select candidates for an interview from the pool of Finalists. This decision should be noted in the Search Committee meeting minutes.
- Article 3.2 of the AAUP contract states that "Search Committees are specifically obligated to apply principles of affirmative action in their consideration of candidate selection."
- If the Finalist pool is large, the Committee may decide to conduct telephone interviews first. If, on the other hand, there are only few Finalists, they should all be invited to campus for an interview.

Does the Candidate meet the Minimum Qualifications?

- In determining the candidate's number of years of work experience, be sure to count time spent in an interim, acting, or temporary capacity in the same or a related position.

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- With very few exceptions, time spent as a student worker should not count toward the minimum qualifications for a professional position. An exception might be made in such fields as Information Technology. Exceptions must be approved by ODE.

- If in doubt about what kind of work experience counts toward fulfilling the minimum experience requirements, consult with the Office of Diversity & Equity.

Can I use "Google" or social networking sites to screen applicants at this stage in the process?

- Looking up applicants at the screening stage in the process through the use of social networking sites (SNS) or search engines (such as Google) is not a good practice and is strongly discouraged for a number of reasons.
 - First, the information may not be accurate. You could be relying on unsubstantiated, inaccurate information to screen candidates.
 - Second, you may have access to information that is unlawful to consider when screening applicants, such as marital status, sexual orientation, or religion. Once you access this information, it is hard to forget, and if your hiring decision is challenged, it is difficult for the employer to argue that the protected personal information was not used to determine who would be interviewed for the position.
 - Viewing applicants' personal information on social networking sites may leave you vulnerable to a legal challenge. You could be screening out applicants based on lawful, off-duty conduct that is protected in Connecticut under the First Amendment.
 - If the applicant is not hired, or if an employment dispute arises later, the use of this information can be problematic for the university.

At what point is it appropriate to do a search on the web for information on the applicants?

- If you are planning to search the Internet for information on candidates, do so AFTER the telephone interviews for all candidates that you plan to invite for a campus interview, at the same time that you check references. See "Checking References" on page 26. Keep in mind the information listed above regarding Internet searches.

Completing the AAP-3 Form

- The Search Committee Chair completes the AAP-3 form, listing the candidates in three categories - Not Qualified, Minimally Qualified, and Finalists to be interviewed - with justification for the category placement

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- Provide a specific, factual, legitimate, non-discriminatory explanation on the form for why each candidate is placed in a particular category.
- The ODE will carefully review the category placement of each candidate to ensure that the advertised qualifications and the Search Committee's selection criteria have been followed. The ODE will contact the Search Committee Chair with questions or concerns before approving the AAP-3 form.
- The ODE may also supply specific demographic information regarding the finalists to the hiring manager, if needed, in order to ensure compliance with CT affirmative action statutes.

Notification to candidates

- Once the AAP-3 form has been approved, those candidates who have been deemed **NOT QUALIFIED** should be notified as soon as possible that their candidacy is not under consideration. Do not wait until the search is over to notify these candidates. Let them move on with their job search. (See Appendix B for sample letters).
- The Search Committee may also wish to send letters to the **MINIMALLY QUALIFIED** applicants at this point, particularly if the search process is going to be lengthy, informing them that they have not been selected for an interview at this time but that the search is still open. (See Appendix B for sample letter).

THE INTERVIEW PROCESS

Scheduling interviews

- The Search Committee Chair is responsible for arranging for candidate interviews. Every effort should be made to schedule interviews when all members of the Search Committee are available.
- It is best to contact a candidate by phone to schedule an interview.
- Try not to schedule interviews on Monday morning or Friday afternoon.
- If the position is one of campus-wide interest, the Search Chair may need to schedule other campus interviews, such as Open Forums, meetings with the President or Executive Committee, or meetings with interested constituency groups. This requires coordinating schedules, arranging for rooms, and publicizing the schedule.

- Reasonable accommodations in accordance with the Americans with Disabilities Act (ADA) should be made during phone or campus interviews for candidates who request them (e.g., wheelchair accessible interview rooms, special seating). (See Appendix C for ADA Policy and Procedures)
- Once interviews are scheduled, confirm interview details with each candidate in writing, including:
 - ✓ Date and time of interview,
 - ✓ Locations and room number(s) where the interview(s) will be held,
 - ✓ Any materials or information the candidate should bring with them to the interview,
 - ✓ Names and titles of Search Committee members;
 - ✓ Directions to campus, map, and parking instructions; and,
 - ✓ Name of a contact person(s) and his/her phone number (See Appendix B for sample letter);

Sharing information about CCSU

- It is always helpful for a candidate to receive information about CCSU prior to his/her arrival, providing an orientation to the University, its history, and its strategic goals.
- You may wish to direct candidates to the following information on the CCSU website:
 - ✓ CCSU Careers
 - ✓ CCSU Profile
 - ✓ CCSU Mission Statement
 - ✓ CCSU Strategic Plan
 - ✓ CCSU Annual Report
 - ✓ Copies of the CCSU Courier and CentralFocus
 - ✓ Links to the CCSU web page
 - ✓ Other materials or information about the specific department

Travel arrangements for the candidates: logistics and directions

- ➔ **Arrival by Plane:** If a candidate is arriving by airplane and is not renting a car, make arrangements for him/her to be picked up at the airport. Provide the candidate with the name and telephone number of the person(s) who will meet him/her at the airport.
- ➔ **Arrival by Car:** If a candidate is driving to the university, provide a detailed map and driving instructions, including where to park and how to find the building where the interview will take place. Driving to CCSU can be confusing. The reason most people are late for interviews is that they get lost trying to find the correct entrance and/or parking.

Ⓒ **Hotel Arrangements:** If a candidate is staying at a local hotel, provide directions to both the hotel and to CCSU, as well as the website address and phone number for the hotel.

For more information, see the CCSU Travel Policies and Procedures

Final Confirmation of the Interview

The day before the interview, contact the candidate via phone or e-mail to re-confirm the interview information, including the candidate's preferred number at which to be contacted if a phone interview. Provide the candidate with the name of the contact person and a phone number.

Ensuring an Effective Interview Process

Job interviews are inherently stressful. It is important to make the process as easy and stress-free as possible for the candidate by providing structure, attending to details, and treating candidates with dignity, respect, and kindness. You want each candidate's first impression of CCSU to be a positive one.

These days, candidates often use Facebook or Twitter to share their campus experiences with others. A bad experience during the interview process can be communicated to potential candidates and make recruitment more difficult. The impression you leave with unsuccessful candidates is just as important as impressing the one who ultimately gets the offer.

Phone Interviews

- All candidates in the Finalist pool should receive a phone interview prior to being invited for a campus interview. This gives the Search Committee an opportunity to talk to each candidate, and possibly narrow down the pool to a number that is both economically and logistically feasible for on-campus interviews. The only exception might be in cases where there is a small pool of (local) candidates.
- If possible, arrange for a teleconference to provide for a more interactive format. Contact Information Technology (IT) at X22025 to secure the necessary equipment and arrange for technical assistance if needed.

- Make sure that the seating arrangement for the Search Committee allows for clear communication between those who are asking the questions and the candidate on the other end of the phone. Nothing harms a candidate's opportunity during a phone interview more than scratchy or weak audio.

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- Phone interviews are more difficult than in-person interviews because you cannot see the candidate's facial expressions or body language. Phone interviews can feel very impersonal. It is important, therefore, to make the session as productive and friendly as possible.

- Candidates for whom English is not the primary language may be at a disadvantage on the telephone so the Committee should try to make the process and the questions as fair as possible.
- Ideally, an interview is between 45 minutes and an hour long. Be sure to schedule time for the applicant to ask questions at the end.
- The Search Committee Chair should introduce him/herself. Initially, refer to the candidate in a formal manner. Ask the candidate if you can use his/her first name. Example: "Hello, Ms. Jones. This is Diane Wilson. We have an interview scheduled today. If you are ready, we would like to begin. May I call you Susan?"
- Introduce each of the members of the Search Committee, or have them introduce themselves.
- Be as clear and concise in a phone interview as possible. Ask one question at a time, and keep the questions brief. Avoid compound questions. Restate questions if needed.
- Ask interviewers to state their names again as they ask questions. (Example: "Hi, Mary, this is Jim Cummings again. I would like to ask....")
- If the candidate is asked to send materials or respond to written questions at the end of the interview, ensure that the address, fax number and/or e-mail address is clearly stated. Provide the information in writing if possible. Provide the candidate with the name of a person to contact if problems arise in the transmission of their response(s).
- Allow enough time for the candidate to ask questions of the Search Committee.
- Thank the candidate for his/her time and interest in CCSU and offer some details regarding how the process will proceed.
- After all phone interviews are complete, the committee meets to decide which of the candidates they now want to bring to campus for an in-person interview.

Checking References

- Prior to extending an invitation for on-campus interviews, the Search Committee should check references for all candidates who have been selected as Finalists.
- You do not have to check references for everyone that you interviewed on the telephone - check only those candidates who you plan to invite to campus.

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- Tell the candidates during the telephone interviews that you will be checking references prior to deciding who to invite to campus. Ask the candidates if there are any listed references who they do not want you to contact at this stage.
- The Search Committee members should decide if there are specific questions that they wish to ask of the references. If so, all references should be asked those same questions.
- Remember, it is not recommended that you check candidates through a search on the Internet or social networking sites. But if you do, make sure that you are using lawful, verified information.
- A designated member of the Search Committee (usually the Chair) should call the references. If necessary, the references checks can be split up between all committee members.

Arranging For On-Campus Interviews

- It is very important that all Search Committee members attend all campus interviews, although sometime circumstances occur that make it impossible. In that case, if rescheduling is not an option, ask the candidate if you may record or videotape the session so that it can be shared with absent committee members.
- Make detailed plans for the candidate's arrival on campus. A disorganized, disjointed visit to campus will not convince candidates that CCSU is their Employer of Choice.
- Give the candidates the name, phone number, and e-mail of a departmental contact who they can contact with questions about the visit.
- Provide the candidate with a list of search committee members with names, titles, and e-mail addresses.
- If applicable, provide the candidate with a detailed itinerary for the day, including names of persons or groups they will meet, locations, and times.
- If applicable, let the candidate know whether he/she is expected to deliver a lecture, an informal talk, or some other type of presentation.
- If applicable, provide the candidate with information about reimbursement for travel expenses.
- Make sure to build in some "down time" for the candidate to relax throughout the day.

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Greeting the Candidate

- Ensure that a contact person is available to receive calls and/or greet the candidate.
- Alert office staff who are the first point of contact that the candidate is expected to arrive.
- If the candidate arrives early, a staff member should make him/her comfortable while waiting for the interview to begin. Staff may wish to use this greeting: "Mr. Jones is expecting you, and he will be with you shortly. May I offer you something to drink? Would you like to use the restroom?"
- Have a designated place set aside for the candidate to wait and organize his/her thoughts prior to the interview. The best location is one that is relatively quiet and/or away from other people.
- Offer information to the candidate to read while they wait. Some ideas of what to share: information about the university, such as the Annual Report, publications such as *The Courier*, or departmental publications. Often, looking through information prior to an interview is helpful in reinforcing people's names and highlighting pertinent events that may be a focus during the interview.
- Candidates should be greeted by a Search Committee member and escorted to the interview room.

Conducting On-Campus Interviews

- Seating arrangements should allow the candidate to make eye contact with everyone.
- If each person in the group plans to ask a question, do so in an orderly pattern. A structured interview makes candidates more comfortable because they know what to expect and who is asking the next question.
- Search Committee members are expected to bring with them a copy of the candidate's cover letter, resume or CV, and other supporting information. However, the Search Chair should have extra copies available, just in case.
- Interviews should start and end on time. Sometimes, candidates feel pressure because of other commitments or fear of missing their flight or scheduled transportation.
- Sitting at a desk or table is always easier for the candidate. It provides them with a place to rest their arms and lay out materials.
- Interviews conducted in a semi-circle with chairs and no tables should allow the candidate space to store their personal belongings. Sometimes, simply having a small table and/or empty chair next to the candidate is appreciated.

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- Upon arrival, it is considered a professional courtesy to hand the candidate a folder with his/her name on it containing information about the day such as the interview schedule, names of Search Committee members, etc. This simple touch goes a long way to make the candidate feel welcome and in defining CCSU as an Employer of Choice.
- Have water available for the candidate and provide them with paper and pen to take notes.
- Candidates sometimes bring a copy of their resume or curriculum vita for the Search Committee. If they do, distribute the copies even if you have them already. Always accept the materials. Sometimes candidates will change their C.V. to update their credentials (such as going from "candidate for a PhD" to "PhD" and the date the degree was rendered). In some cases, candidates change their C.V. in areas that may alert you to a problem.
- Let the candidate know that you will be taking notes.
- When asking questions, try to avoid words, phrases, and references that may only be known to CCSU personnel, such as Blue Chip Card; names of specific locations such as Willard Hall or Tony's; and abbreviations common only to CCSU, such as UPBC.
- If the interview is long, provide a break to avoid fatigue for both the Search Committee members as well as the candidate.
- Listen! Let the candidate do most of the talking.
- If the candidate is scheduled to meet other people on campus, ensure your portion of the interview process adheres to the scheduled time frames.
- At the conclusion on your session, alert the candidate that it is time to move on to the next part of the process. Offer the candidate an opportunity to use the restroom.
- Escort the candidate to the next interview location and introduce the candidate to the next person or group with whom the meeting is scheduled.
- At the conclusion of the interview process, inform the candidate of the timeframe for a decision and if you would like them to submit additional materials or samples of their work.
- If you haven't already done so, let the candidate know that you will be checking the references that were supplied as part of the application process, and when you will be making contact.
- If a candidate is offered a tour of CCSU at the end of the interview, ensure that the candidate is linked to the person/department conducting the tour.

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- Someone from the Search Committee should walk out with the candidate. Thank them for taking time to participate in the interview process and for their interest in working at CCSU.

INTERVIEW QUESTIONS

- Interview questions must be job-related and designed to elicit information regarding the candidate's education, training, experience and skills related to the specific job functions.
- The Search Committee should agree ahead of time on the weight to be given to each question asked. (See Appendix D for a sample list of appropriate interview questions)
- When in doubt, **DO NOT** ask the question.
- All candidates must be asked the same basic questions during the interview. Follow-up questions may vary, based on the candidate's response to the initial question.
- If a candidate is someone from within CCSU and is known to the members of the Search Committee, the committee has some latitude in asking additional questions based on their knowledge of the candidate's work at CCSU.
- Don't allow candidates to offer information that is not job-related that could influence the Search Committee's objective evaluation of each candidate. If the candidate shares personal information with you that you don't want to know, gently stop them from continuing and change the subject.
- Interviewers may ask about the candidate's education, work ethic, interpersonal skills, initiative, planning, organizational ability and other factors related to the position's responsibilities.
- Questions focusing on the following topics could violate state or federal law:
 - ✓ Race or attitudes relating to race
 - ✓ Religion or Religious Affiliation
 - ✓ Gender
 - ✓ Sexual Orientation
 - ✓ Height or weight
 - ✓ Age
 - ✓ Arrest and Conviction Records
 - ✓ National Origin
 - ✓ Financial Status
 - ✓ Military Record
 - ✓ Disability
 - ✓ Medical history

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- ✓ Number of children or child care arrangements
(See Appendix E for a sample list of illegal interview questions)

- Candidates should be evaluated based on the answers to the interview questions without regard to personal preferences, such as where he/she lives or went to school, special interests, or hobbies.

Guidelines relating to disabilities

- Questions that elicit information about a candidate's known or unknown disability are prohibited under the Americans with Disabilities Act (ADA).
- Even when the committee is aware of a disability, or the candidate discloses a disability, you may not ask any questions regarding the disability.
- You may only ask the candidate with a known disability that might interfere with the performance of the essential job functions whether or not he/she will be able to perform the essential functions of the job, and how, with or without an accommodation.
- However, if the known disability would not interfere with the performance of essential job functions, you cannot ask the candidate how the job will be performed unless you ask that same question of all the candidates.
- You may not ask a candidate with a known disability if he/she will need leave for medical treatment or other reasons related to the disability.
- You may, however, inform the candidate about work hours and leave policies and ask if he/she can meet the requirements.
- If a candidate has a visible injury such as a broken leg, do not ask about the severity of the injury or the prognosis, as this could potentially disclose a disability.

Maintaining Search files/records

- The Search Chair must maintain clean originals of all application materials and there should be **no markings or notes written on the originals**. Other Search Committee members should receive paper or electronic copies of all materials.
- In accordance with State of Connecticut Records Retention Guidelines, search files must be maintained for a minimum of three (3) years. The master file containing all of the application materials from all candidates must be maintained by the Search Chair. The Office of Diversity & Equity will retain all search forms (AAP 1, 2, 3, and 4).

AAP-4 CANDIDATE SELECTION PROCESS

Selection of Finalists

- After all the interviews have been completed, the Search Committee meets to discuss the candidates. At this time, any additional materials requested or supplied by the candidates during the interview process should be discussed.
- All members of the Search Committee should be given an opportunity to express their views.
- Committee members who miss some or all of the interviews should not participate in discussions of the rank ordering of candidates, but they may provide comments on the interviews they attended.
- The Search Committee may have received feedback from other members of department or the campus community who met the candidate during the campus visit. This is the time to consider the feedback from others.
- The Search Committee should reach a consensus on which Finalists will be recommended to the Hiring Manager.

Completing the AAP-4

- The Search Committee Chair completes the AAP-4 form.
- The recommended candidates should be listed, **unranked**, on the front of the form.
- Include a memo describing all the candidates listed on the AAP-3 as finalists. If any minimally qualified candidates were interviewed, they must also be included in this memo. For example, John Doe - Withdraw.
- The search committee should reach a consensus on the language used in the memo.

Salary Determination

- The AAP-4 should include a salary recommendation, which must fall within the required salary ranges for the respective rank/position. If in doubt about the correct salary range, call Human Resources for guidance. In the case of STCAP and Management/Confidential positions, Human Resources reviews the credentials of the candidate and calculates an appropriate salary, comparing the credentials to the minimum required qualifications and experience.

Making the Offer

- No offer can be made to the recommended candidate until the AAP-4 has been approved and HR has approved the recommended salary.
- The Hiring Manager makes a **conditional** offer of employment to the recommended candidate. At this time, it is appropriate to discuss a salary offer and a proposed starting date. If the candidate does not accept the salary offer and further salary negotiations are required, the Search Chair should not make any commitments, but should seek guidance from the Dean or Vice President. The Search Committee Chair should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- Once the candidate accepts the university's **conditional** verbal offer of employment, the Search Chair or Hiring Manager must ensure that the candidate completes the **Background Investigation Notification and Authorization for Faculty OR Background Investigation Notification & Authorization for Non-Faculty** (See p. 35 for more information on the Pre-Employment Background Investigation process).
- The Hiring Manager should ask the candidate if they are authorized to work in the United States. If they are not, contact the Center for International Education [x] for assistance.

Full-time AAUP instructional faculty employed at any rank and SUOAF administrative faculty employed at the Administrator IV level or higher qualifies for H-1B visa sponsorship by CCSU. The Center for International Education will then work directly with the new hire and Department Chair to review the new hire's current immigrant status and explore the feasibility of petitioning for H-1B Specialty Occupations visa status. The process, which involves sequential approvals by multiple CCSU offices and federal agencies, takes a **minimum of 90 days** to complete and, under most circumstances, **employment cannot commence** until H-1B status is approved by the U.S. Citizenship and Immigration Service.

- When the background investigation is successfully completed, Human Resources prepares the appropriate appointment letter for the President's signature. If an H-1B is required, a copy of the appointment letter should be sent to Toyin Ayele, the Center for International Education's Immigration Specialist.
- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- Human Resources sends information regarding employment forms, benefits and retirement to the candidate along with the appointment letter.

- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access. The new employee is then placed on the payroll. (See Appendix G).

Feedback to Interviewees

- The Hiring Manager should notify the unsuccessful candidates through a personal telephone call and follow up with a letter (see **Appendix E**). This is the most professional, decent way to communicate this news to those who are anxiously awaiting a decision.
- Sometimes unsuccessful candidates will ask one or more Search Committee members for feedback. Such questions should be referred to the Search Chair.
- The Search Chair should respond to requests for feedback from candidates by being factual. "Someone else was more qualified" is a legitimate, factual response.

**PROCEDURES FOR POSITIONS THAT DO NOT REQUIRE AN
AFFIRMATIVE ACTION SEARCH**

**SPECIAL APPOINTMENTS (AUP, Article 4.8.2)
TEMPORARY APPOINTMENTS (SUOAF-AFSCME, Article 13.1)
ACTING APPOINTMENTS (Management Confidential Policies,
Article 6.6)**

Completing the AAP-1 Form

- The hiring manager is responsible for completing the AAP-1 form and for securing all necessary approvals.
- Indicate whether the request is to:
 - ✓ Establish a new position
 - ✓ Refill a vacant position or
 - ✓ Refill and reclassify a vacant position
- A written justification is required for all requests, including an explanation of how the position will be funded.
- For all positions except AUP, a copy of the job description and organizational chart should be attached to the AAP-1 form.
- If a job description needs to be created or changed, contact Human Resources (x21356) for guidance. (See *Job Descriptions* on p.10 for more information)
- The completed AAP-1 is routed to the Vice President/Chief, the Budget Office, and Human Resources for review and approval
- After the AAP-1 has been approved, Human Resources will notify the Hiring Manager. Procedures may vary depending on contractual requirements.

SUOAF and MANAGEMENT CONFIDENTIAL POSITIONS

Internal SUOAF notice

- SUOAF members at all CSU campuses and the Board of Regents receive electronic notices of all bargaining unit openings in accordance with Article 10.4.1 of the collective bargaining agreement. Any SUOAF member who is interested in the position **must** be considered for the position.

- In accordance with Article 10.4.2, failure to promote a bargaining unit member is not grievable.

Internal SUOAF hire

- If a member of the SUOAF bargaining unit is selected for the position, the Hiring Manager sends a memo to the appropriate Vice President/Chief Officer requesting an internal transfer. If approved, the Hiring Manager calls the recommended candidate to make a conditional offer of employment. At this time, it is appropriate to discuss a salary offer and a proposed starting date.
- If salary requirements must be adjusted, the Hiring Manager should not make any commitments, but should seek guidance from the Vice President/Chief Officer and/or Human Resources. The Hiring Manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- If the candidate accepts the university's conditional verbal offer of employment, the Hiring Manager notifies Human Resources.
- Human Resources will prepare the appropriate appointment letter for the President's signature.
- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- Human Resources sends all employment forms, benefits and retirement information to the candidate along with the appointment letter.
- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned to Human Resources and the candidate fills out necessary employment forms, the new employee is put on the payroll.

External Hires

- Affirmative Action searches are not required for SUOAF and Management/Confidential Temporary Appointments. However, in keeping with CCSU's commitment to diversity, every effort should be made to recruit and consider candidates from diverse backgrounds and historically underrepresented groups for temporary appointments.
- If a candidate has already been identified, the Hiring Manager completes a SUOAF/Management Temporary Appointment Form available on HR's website, and sends it along with the candidate's application materials to the appropriate managers for signatures.

- If a candidate has not been identified, contact Human Resources to discuss options for posting and/or advertising the position.
- Hiring Managers are authorized to interview and make conditional offers of employment for temporary appointments. The Hiring Manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- Once the candidate accepts the university's *conditional* verbal offer of employment, the Search Chair or Hiring Manager must ensure that the candidate fills out the *Background Investigation Notification & Authorization for Non-Faculty* (See p. 35 for more information on the Pre-Employment Background Investigation process).
- When the background investigation is successfully completed, Human Resources will prepare the appropriate appointment letter for the President's signature.
- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- Human Resources sends all employment forms, benefits and retirement information to the candidate along with the appointment letter.
- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access. The new employee is then placed on the payroll. (See Appendix G)

AAUP SPECIAL APPOINTMENTS

There are four (4) types of special appointments described in Article 4.8.2 of the AAUP contract:

- a) To hire someone with unusual knowledge, artistry, or exceptional merit;
- b) As a replacement for a full-time member on leave (e.g., maternity leave);
- c) An emergency appointment prior to a successful affirmative action search; and,
- d) A grant or contract funded position.

Most special appointments fall into category c.

- Affirmative Action searches are not required for a Special Appointments. However, in keeping with CCSU's commitment to diversity, every effort should be made to recruit and consider candidates from diverse backgrounds and historically underrepresented groups for special appointments.

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- After approval of the AAP-1, the Provost's Office will send the *AAUP Temporary Appointment form* to the Dean and Department Chair. (See Appendix F for sample form)
- If a candidate has not been identified, contact Human Resources to discuss options for posting and/or advertising the position.
- Hiring Managers are authorized to interview and make conditional offers of employment for temporary appointments. The Hiring Manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- The Temporary Appointment form must be approved and signed by the Dean and Provost. The form, along with the individual's current resume, is then forwarded to Human Resources for processing.
- Once the candidate accepts the university's *conditional* verbal offer of employment, the Search Chair or hiring manager must ensure that the candidate fills out the *Background Investigation Notification & Authorization for Faculty* (See p. 33 for more information on the Pre-Employment Background Investigation process).
- When the background investigation is successfully completed, Human Resources will prepare the appropriate appointment letter for the President's signature.
- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- Human Resources sends all employment forms, benefits and retirement information to the candidate along with the appointment letter.
- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access. The new employee is then placed on the payroll. (See Appendix G)

PRE-EMPLOYMENT BACKGROUND INVESTIGATION

All regular full-time and part-time external candidates for employment with CCSU, including University Assistants, retired retirees who have never worked at CCSU, and re-hired employees with a break in service of over one year, must undergo a Pre-Employment Background Investigation. Candidates will not receive an appointment letter until they have successfully completed the Pre-Employment Background Investigation.

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What does the background investigation entail?

- Generally, the Pre-employment Background Investigation includes the following:
 - ✓ Criminal Background Investigation
 - ✓ Social Security Number verification
 - ✓ Sexual Offender Database Search
 - ✓ Prior employment verification
 - ✓ Education verification (highest level)
- In addition, candidates for some positions may be required to undergo additional checks, including one or more of the following:
 - ✓ Motor Vehicle Record
 - ✓ Professional References
 - ✓ State/Federal Civil Litigation, Liens, Judgments
 - ✓ Credit Verification
 - ✓ Corporate Filing and Status Search
 - ✓ Media Search
 - ✓ Professional Licensing
- This process may reveal information that could disqualify a candidate from further consideration for the position.
- If the background investigation results are satisfactory, HR will notify the Hiring Manager and the employment process may proceed.
- If the background investigation results are unsatisfactory, the Chief Human Resources Officer or his/her designee will follow the procedures outlined below.

Examples of Results That May Disqualify an Applicant

- Failure to pass the criminal, social security, or sex offender investigation
- Inconsistencies between the information on the candidate's employment application and the information received from the Background Investigation
- Omission by the candidate of significant information on the employment application

Fair Credit Reporting Act (FCRA) Compliance

- When CCSU receives information in a background investigation that may disqualify a candidate from consideration, the University will comply with the requirements of the Fair Credit Reporting Act (FCRA) as referenced in the CSU Background Investigation Policy:
 - ✓ HR sends a letter to the candidate, notifying him/her that the University has received disqualifying information, with a copy of the Background Investigation Report and a summary of the candidate's rights under the FCRA.
 - ✓ The notification is sent to the candidate before any adverse employment action may be taken based on the Background Investigation Report.
 - ✓ After five (5) business days, barring the receipt of any new information received from the candidate that changes or clarifies the Report and eliminates any discrepancies, HR sends the candidate a second letter rejecting his/her candidacy based on the disqualifying information generated.

Confidentiality

- All information obtained as part of a Pre-employment Background Investigation is confidential and the information is maintained in an electronic file at the company retained by CommsCU to perform background investigations. Copies of background investigations are not retained in an employee's official personnel file.

EMPLOYEE ORIENTATION

- All new employees meet with a member of the Human Resources staff before their first day of work to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access.
- Formal orientation programs are provided for all new faculty and staff. At the start of each academic year, full and part-time teaching faculty members are invited to attend New Faculty Orientation, sponsored by the Office of the Provost.
- Non-teaching faculty employees are invited to attend a New Employee Orientation sponsored by Human Resources, and held on a quarterly basis. Please see the general agenda for New Employee Orientation.
- Formal mentoring programs for new faculty are required in accordance with the Faculty Senate Promotion and Tenure Policy (Fall 2008).
- Academic department chairs should provide all new faculty members with a copy of the Senate Promotion and Tenure Policy and their individual departmental guidelines.

- Managers, supervisors, and colleagues are expected to provide informal orientation and mentoring to all new employees within their departments/work units.
- At a minimum, new employees should receive the following assistance from members of their departments:
 - Introduction to colleagues
 - Tour of the office/building where working
 - Orientation to office/departments (e.g., equipment usage, location of supplies, etc.)
 - Discussion of office protocols
 - Phone/e-mail for key contacts
 - Building safety/security procedures

REIMBURSEMENT FOR MOVING EXPENSES

- In accordance with Board of Trustees policy, the President may offer partial reimbursement for out-of-state moving expenses for AAUP, SUOAF, and Management employees.
- Request for reimbursement for moving expenses are made by the Dean or hiring manager to the appropriate management official, who will make a recommendation to the President at the time of hire. If approved, a separate letter is sent to the candidate from the President at the same time the official appointment letter is sent.
- Reimbursements are not processed unless the President has authorized it in advance.

For further information, please see Policies & Procedures

Procedures

- Employees must complete and sign an Employee Voucher.
- Employees must provide the original copies of all applicable receipts, indicating a zero balance or that payment has been made.
- The Employee Voucher and accompanying receipts must be separated into two categories:
 - Transportation/Storage, and
 - Travel and Lodging (see below)
- Only Internal Revenue Service (IRS) qualified moving expenses may be reimbursed. These include those expenses that would be deductible by the employee as moving expenses if they had been directly incurred by the employee. Qualified moving expenses are described in IRS Publication 521, "Moving Expenses," and includes:

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- reasonable expenses for moving household goods and personal effects from a former residence to a new residence;
- reasonable expenses of travel (including lodging) from a former residence to a new place of residence. NOTE: Meals are not considered a qualified moving expense.
- Reasonable expenses of travel include ONLY one trip made by the employee and members of his/her household, whether they travel together at the same time or not.
- If an employee drives his/her own car(s) in the process of moving, mileage will be paid at the current IRS rate for moving mileage reimbursement for the most direct route available. Mileage will be determined through the use of the website Map Quest.
- Qualified moving expense reimbursements are not subject to withholding taxes or retirement contributions and are paid through the payroll system.
- For more information, go to the Travel policies.

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AAP-1 PERSONNEL ACTION REQUEST FORM

The AAP-1 Personnel Action Request Form must be submitted and approved before any temporary or permanent classified position can be filled.

PROCEDURES FOR FILLING CLASSIFIED POSITIONS

Completing the AAP-1 Form

- The hiring manager is responsible for completing the AAP-1 form and for securing all necessary approvals.
- Indicate whether the request is to:
 - ✓ Establish a new position;
 - ✓ Re-fill a vacant position;
 - ✓ Re-fill and reclassify a vacant position
- A written justification is required for all requests, including an explanation of how the position will be funded.
- A copy of the department's organizational chart should be attached to the AAP-1 form.
- The completed AAP-1 is routed to the Vice President/Chief, the Budget Office, and the Chief Human Resources Officer for review and approval.
- After the AAP-1 Form has been approved, Human Resources will issue a Search Number.

Layoff and Reemployment Lists

- In accordance with State Personnel Regulations covering classified employees, prior to filling a vacant classified position, eligible state employees on the mandatory layoff/reemployment lists and the SEBAC reemployment list must be offered the position. No vacant position may be filled until all potential candidates from both lists have been cleared.
- Human Resources must offer the position to interested mandatory hires before the position can be posted or advertised.
- If an employee with reemployment rights selects CCSU's position, he/she is a mandatory hire, pending the successful completion of the standard background investigation for all new employees.

SECTION 2

CLASSIFIED POSITIONS

Administrative Clerical (NP-3)
Administrative and Residual (P-5)
Connecticut Police and Fire Union (NP-5)
Maintenance and Service (NP-2)

- If the hire is made from the reemployment list, the search ends.

Candidate Pool

- For competitive positions (those requiring an examination), Human Resources must review all active certification lists containing the names of candidates who have taken and passed the examination for the position. Human Resources will canvass the list and contact the certified candidates inviting them to submit an application.
- For positions that do not require examination, the position may be posted internally, externally, or both, depending on the position type and the bargaining unit requirements.
- Positions may also be filled through lateral transfer of candidates who currently hold status in the position being posted. This includes those employed at CCSU as well as other state agencies.
- Internal and external posting procedures will vary depending on the contractual requirements for each bargaining unit. Human Resources will ensure that all contractual requirements are met.

AAP C-1 CANDIDATE POOL REPORT

Application Materials

- Applications must contain the following information:
 - ✓ A signed cover letter
 - ✓ A signed State Application form (CT-HR-12)
 - ✓ Names, titles, and phone numbers of at least two (2) professional references
 - ✓ Optional resume

Application Review by Human Resources

- Human Resources conducts an initial screening of the applications and forwards the applications of eligible, qualified candidates to the hiring department.
- Human Resources completes the left-hand column on page 1 of the AAP C1 Form and sends it to the department, along with the Qualified and Minimally Qualified candidates' application materials.

Selection of Interviewees

- The hiring supervisor and/or Interview Committee reviews the applications and selects candidates for interviews.
- If any of the candidates are known to members of the Interview Committee, this fact should be disclosed. If an Interview Committee member feels that he/she cannot be objective about a candidate, he/she should excuse him/herself from the committee.
- This is a paper review, and the Committee should be careful to consider only the application materials supplied by the candidates. Even if Interview Committee members are familiar with the candidate, the category placement should be based on the application submitted, **not personal knowledge of the candidate.**
- The names of candidates selected or not selected for interviews and the reason(s) must be listed in the right-hand column on page 1 of the AAP C1 form.
- Reasons must be factual. For example, if the advertisement states that experience in a high volume setting is required and the candidate lacks such experience, then the reason states is "no experience in a high volume setting."
- The AAP C1 form is signed by the hiring supervisor; the department head; and the Director of Diversity & Equity. Once the form is approved, interviews can be scheduled.

Scheduling Interviews

- The hiring supervisor is responsible for scheduling candidate interviews. If an Interview Committee is convened, every effort should be made to schedule interviews when all members are available.
- It is best to contact a candidate by phone to schedule an interview.
- Try not to schedule interviews on Monday morning or Friday afternoon.
- Reasonable accommodations in accordance with the Americans with Disabilities Act (ADA) should be made during campus interviews for candidates who request them (e.g., wheelchair accessible interview rooms, special seating). (See Appendix C for more information).
- Once interviews are scheduled, confirm the interview details in writing, including:
 - ✓ Day, date and time the interview will begin
 - ✓ Location and room number where the interview will be held
 - ✓ any materials or information the candidate should bring with them to the interview
 - ✓ the name of a contact person(s) and his/her phone number (See Appendix B for sample confirmation letter).

ENSURING AN EFFECTIVE INTERVIEW PROCESS

Job interviews are inherently stressful. It is important to make the process as easy and stress-free as possible for the candidate, by providing structure, attending to details, and treating candidates with dignity, respect, and kindness. You want each candidate's first impression of CCSU to be a positive one.

Arranging for On-campus Interviews

- Make detailed plans for the candidate's arrival on campus. A disorganized, disjointed visit to campus will not convince candidates that CCSU is their employer of choice.

Greeting the Candidate

- Ensure that a contact person is available to receive calls and/or greet the candidate.
- Alert office personnel who are the first point of contact that the candidate is expected to arrive.
- If the candidate arrives early, a staff member should make him/her comfortable while waiting for the interview to begin. Staff may wish to use this greeting: "Mr. Jones is expecting you, and he will be with you shortly. May I offer you something to drink? Would you like to use the restroom?"
- Have a designated place set aside for the candidate to wait and organize his/her thoughts prior to the interview. The best location is one that is relatively quiet and/or away from other people.
- Candidates should be greeted and escorted to the Interview Room.

Conducting the On-campus Interview

- Seating arrangements should allow the candidate to make eye contact with everyone.
- If each person in the group plans to ask a question, do so in an orderly pattern. A structured interview makes candidates more comfortable because they know what to expect and who the next question is coming from.
- Search Committee members are expected to bring with them a copy of the candidate's cover letter, resume or CV, and other supporting information. However, the Search Chair should have extra copies available, just in case.

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- Interviews should start and end on time. Sometimes, candidates feel pressure because of other commitments or fear of missing scheduled transportation.
- Sitting at a desk or table is always easier for the candidate. It provides them with a place to rest their arms and lay out materials.
- Interviews conducted in a semi-circle with chairs and no tables should allow the candidate space to store their personal belongings. Sometimes, simply having a small table and/or empty chair next to the candidate is appreciated.
- Have water available for the candidate and provide them with paper and pen to take notes.
- Candidates sometimes bring copies of their resumes and/or other materials for the Interview Committee. If they do, distribute the copies even if you have them already. NOTE: always accept the materials. Sometimes people will change their resumes in order to update their credentials. In some cases, candidates change their resume in areas that may alert you to a problem.
- When asking questions, avoid words, phrases, and references that may only be known to CCSU personnel, such as Blue Chip Card; names of specific buildings i.e. Willard Hall or Tony's; and abbreviations common only to CCSU.
- At the conclusion of the interview process, inform the candidate of the timeframe for a decision and if you would like them to submit additional materials or samples of their work.
- If a candidate is offered a tour of CCSU at the end of their interview, ensure the candidate has contact information for the person/department conducting the tour.
- Someone from the Interview Committee should walk out with the candidate. Thank them for taking time to participate in the interview process and for their interest in working at CCSU.

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INTERVIEW QUESTIONS

- Interview questions must be submitted to the Office of Diversity & Equity and approved prior to interviews taking place.
 - Testing candidates for classified positions is not permitted. For example, you may not administer a typing test.
 - Interview questions must be job-related and designed to elicit information regarding the candidate's education, training, experience and skills related to the specific job functions. Questions should be open-ended whenever possible. (See Appendix D for a sample list of appropriate interview questions.)
 - All candidates must be asked the same basic questions during the interview. Follow-up questions may vary, based on the candidate's response to the initial question.
 - If the candidate is from within CCSU and is known to the members of the Interview Committee, the committee has some latitude in asking additional questions based on their knowledge of the candidate's work at CCSU.
 - Interviewers may ask about the candidate's education, work ethic, interpersonal skills, initiative, planning, organizational ability and other factors related to the position's responsibilities.
 - Questions focusing on the following topics are not considered appropriate and could violate state or federal law:
 - ✓ Race or attitudes relating to race
 - ✓ Religion or Religious Affiliation
 - ✓ Gender
 - ✓ Sexual Orientation
 - ✓ Height and/or weight
 - ✓ Age
 - ✓ Arrest and Conviction Records
 - ✓ National Origin
 - ✓ Financial Status
 - ✓ Military Record
 - ✓ Disability
 - ✓ Number of children or child care arrangements
- (See Appendix E for a sample list of illegal interview questions).
- Candidates should be evaluated based on the answers to the interview questions without regard to personal preferences, such as where a candidate lives, where he/she went to school, or special interests or hobbies.

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Guidelines relating to disabilities

- Questions that elicit information about a candidate's known or unknown disability are prohibited under the Americans with Disabilities Act (ADA).
- Even when the committee is aware of a disability, or the candidate discloses a disability, you may not ask any questions regarding the disability.
- You may only ask the candidate with a known disability that might interfere with the performance of the essential job functions whether or not he/she will be able to perform the essential functions of the job, and how, with or without an accommodation.
- However, if the known disability would not interfere with the performance of essential job functions, you cannot ask the candidate how the job will be performed unless you ask that same question of all the candidates.
- You may not ask a candidate with a known disability if he/she will need leave for medical treatment or other reasons related to the disability.
- You may, however, inform the candidate about work hours and leave policies and ask if he/she can meet the requirements.
- If a candidate has a visible injury such as a broken leg, do not ask about the severity of the injury or the prognosis, as this could potentially disclose a disability.
- If the candidate reveals a disability to the Interview Committee, the need for accommodation can be discussed during the interview process.

Maintaining Search Files/records

- Human Resources must maintain clean originals of all application materials and there should be no markings or notes written on the originals. The hiring supervisor and/or Interview Committee members receive paper or electronic copies of all materials.
- In accordance with State of Connecticut Records Retention Guidelines, search files must be maintained for a minimum of three (3) years. The master file containing all of the application materials from all candidates is maintained in Human Resources. The Office of Diversity & Equity will retain all search forms (AAP C-1 and C-2).

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AAP C-2 LIST OF RECOMMENDED CANDIDATES

- The hiring supervisor and/or Interview Committee will select the finalists for the position and list the names, unranked, on the AAP C2.
- A memo justifying the recommendation and an assessment of all finalists interviewed must be attached to the AAP C2 form.
- The applications of all candidates interviewed must also be attached to the AAP C2 form.
- The Office of Diversity & Equity must approve the AAP C2.
- Once approved, the AAP C2 is forwarded to Human Resources. State regulations require that layoff and reemployment lists be canvassed one final time before an offer of employment can be made.

REFERENCE CHECK AND BACKGROUND INVESTIGATION

- Human Resources will check all applicants' references and re-check eligibility for appointment to the position.
- The candidate must complete the Background Investigation Notification and Authorization Consent for Non-Facility so that a background investigation can be completed. (See Section II for more information on the Background Investigation process).
- Candidates for positions in the Maintenance & Service bargaining unit (CEU) and the Connecticut Police & Fire Union (CPFU) must take and pass a pre-employment physical. Candidates for police positions must also be POST certified.
- Offers of employment are made by Human Resources. HR will notify the hiring department when the candidate accepts the position and the start date is determined.
- All new employees meet with a representative from Human Resources to review and complete all required forms and policies before the employee is placed in the payroll.

EMPLOYEE ORIENTATION

- Classified employees are invited to attend New Employee Orientation sponsored by the Human Resources Department, held on a quarterly basis. The general agenda for Orientation can be found here: New Employee Orientation.
- Managers, supervisors, and colleagues are expected to provide informal orientation and mentoring to all new employees within their departments/work units.
- At a minimum, new employees should receive the following assistance from members of their departments:
 - ✓ Introduction to colleagues
 - ✓ Tour of the office/building where working
 - ✓ Orientation to office/department (e.g., equipment usage, location of supplies, etc.)
 - ✓ Discussion of office protocols
 - ✓ Phone/e-mail for key contacts
 - ✓ Building safety/security procedures

PART-TIME (ADJUNCT) FACULTY HIRING PROCESS

In accordance with Article 1.6.2 of the CSU-AAUP contract, part-time faculty are those "who are employed for at least six (6) days in a semester and who earn six (6) or fewer load credits or who teach no more than two (2) courses for a total of eight (8) or fewer load credits and whose function consists primarily of (but shall not be limited to) teaching, research, or other scholarly activity."

Firing Process

- Searches are not required for part-time faculty.
- The process begins at the academic department level. In most cases, departments hire qualified part-time faculty through professional contacts and word of mouth.
- If a department wishes to post an advertisement for part-time faculty, contact Human Resources (x21751). The position will be posted under "Employment Opportunities" on the HR web page.

Contractual Requirements

- See the CSU-AAUP contract for important requirements regarding part-time faculty hiring:
 - ✓ Article 4.6, Assignment of Courses to Part-time Members
 - ✓ Article 12.8, Part-time member pay rates
 - ✓ Article 12.8.1, Part-time Member Discretionary Rate
 - ✓ Article 12.8.2, Part-time Continuing Member Pay Rate
 - ✓ Article 12.8.3, Part-time Member Paycheck Schedule
 - ✓ Article 12.8.4, Part-time Member Temporary Additional Duties

Load Hour Limitations

- Fall and Spring Semester - Eight (8) or fewer load hours
- Winter Session/Intersession - Maximum of four (4) load hours

SECTION 3

PART-TIME (ADJUNCT) FACULTY

- Summer Session Limitation - Total load assignments in a given summer cannot exceed sixteen (16) load credits (eighteen (18) load credits for laboratory or studio courses).
- Summer Sessions of five (5) to eight (8) weeks - Maximum of eight (8) load hours
- First Five and Eight Week session - Maximum of eight (8) load hours combined
- Summer Session of four (4) weeks or less - Maximum of four (4) load hours

Paychecks

- Part-time faculty members receive eight (8) paychecks per academic semester if they are placed on payroll at the start of semester. If hired after the start of the semester, the total salary for the semester is divided equally among the remaining paychecks in the semester.

Course Cancellation

- Article 4.6.1, Course Cancellation Fee requires that "if a class scheduled to be taught by a part-time faculty member is cancelled within seven (7) business days prior to the beginning of the first day of classes, the part-time member shall be paid the sum of \$300."
- Human Resources notifies Department Chairs and Deans via e-mail of the exact DATE by which courses must be cancelled in order to avoid the course cancellation fee. Course cancellation fees are charged to the appropriate departmental budget.
- The Department Chair or hiring manager must notify the Dean, the Registrar's Office, and Human Resources of a course cancellation to avoid overpayment of salary.
- Human Resources will make the official notification of the course cancellation to the faculty member in writing.

Resignation or other early termination

- If a part-time faculty member resigns or is otherwise terminated prior to the end of his/her contract, the Department Chair or hiring manager must submit a revised Part-time Appointment Form indicating the appropriate end date of employment. The salary will be pro-rated and the part-time faculty member will receive a revised contract from Human Resources.

Part-time Faculty Appointment Form

- The Department Chair or hiring manager completes a Part-time Faculty Appointment form. Signatures are required from:
 - ✓ Department Chair/hiring manager
 - ✓ Dean
 - ✓ Graduate Studies (for courses 500 level and above)
 - ✓ Grants Office (grant funded courses)
- HR reviews the form for course assignment, lecturer category, load hour limitations; funding; and appropriate signatures. Department Chairs and Deans are notified of any needed corrections.
- Contract packages are mailed approximately thirty (30) days prior to the start of the academic semester.

Class Over-enrollment

- Class size will be determined by enrollments at the end of the third week of each academic semester. If appropriate, and upon notification by the Registrar's office, additional load hour credit is calculated and affected part-time faculty receive a revised contract and increase in salary.

Absentee Policy

- Part-time faculty do not complete attendance records. It is expected that if a part-time member knows in advance that he/she is unable to teach a class, a substitute will be arranged for and compensated by the member.
- If a part-time member must cancel a class, he/she must call or e-mail his/her department chair/secretary so that students can be notified.

Pre-Employment Background Investigation

- All new part-time faculty and those with a break in service of more than one year must undergo a Pre-Employment Background Investigation (See Section II). A Background Investigation Consent Form for Faculty must be completed in order to process the background investigation.
- Background Investigations are processed only after Human Resources has received the signed part-time faculty appointment form from the department.

New Part-time Faculty Hiring Forms

- All new part-time faculty receive a hiring package from Human Resources that contains an employment contract. **This contract must be signed and returned to Human Resources.**
- The package contains forms for payroll, parking, computer access, retirement and benefits. (See Appendix H)
- New part-time faculty must appear in person in the Human Resources Office in Davidson 119 to complete required Employment Eligibility Verification (Form I-9).
- New part-time faculty must submit a resume and official transcript(s) for their personnel file.

Returning Part-time faculty

- Returning part-time faculty receive a hiring package from Human Resources that contains an employment contract. **This contract must be signed and returned to Human Resources before the faculty member can be placed on the payroll.**
- Returning part-time faculty are not required to re-submit other hiring forms each semester.

General Information for all part-time faculty

- General information for all part-time faculty is located on the HR web page.

SECTION 4

UNIVERSITY ASSISTANTS

UNIVERSITY ASSISTANTS

General Information

- The University Assistant is an unclassified part-time non-teaching category of employment established by Board of Trustees Resolution.
- University Assistants are paid from individual departmental operating budgets.
- University Assistants may work no more than an average of 19 hours per week, for a total of 988 hours per fiscal year (July 1 - June 30).
- The current maximum earnings per fiscal year is \$24,000. The minimum hourly rate is \$15/hour. Higher hourly rates are at the discretion of the hiring department.
- The 988 hour maximum is pro-rated based on when during the fiscal year the University Assistant is hired. For example, if a UA is hired on January 1, he/she may work half of the 988 hours until the end of the fiscal year on June 30.
- University Assistants are **not** included under any collective bargaining agreement.
- Upon completing 680 hours worked, University Assistants will accrue one (1) hour paid sick time for every 40 hours worked and can use a maximum of 40 hours per calendar year.
- There are no fringe benefits (medical/dental, accrued leave time, retirement, etc.) associated with University Assistant positions.
- University Assistants cannot hold a UA position on more than one campus. However, a University Assistant can be employed as a part-time teaching faculty member on the same or different campus, as long as there is no conflict in the hours worked. In this case, the employee must complete a Dual Employment Form. (See Appendix I)

Advertising for a University Assistant position

- If you do not have a candidate and need to advertise, send a short description of the position, hourly wage, schedule of hours, and to whom applications should be sent, to Karen Portera in Human Resources (porterak@ccsu.edu). The position will be posted on Human Resources' Job Opportunities website.

Hiring Process

- All vacant or new UA positions are to be approved by the President before hiring paperwork can be submitted.**
- To request a new or refill of a UA position, the department chair/director must submit the request outlining the department's need for the position via email to Karen Portera in Human Resources (porterak@ccsu.edu). A written justification will be submitted to the President for his approval.

- Karen will email the requestor if the position is approved/not approved.
- Since the University Assistant is a part-time unclassified position, departments who have authorization and funding to hire a University Assistant may hire a selected candidate without undertaking an affirmative action search.
- When your position is approved and you have selected a candidate, fill out the University Assistant Appointment Form (See Appendix J) and send it to Human Resources, Davidson Hall Room 119. Include the individual's resume and a Consent & Authorization Form for Non-Faculty for the background investigation.
- University Assistants are required to satisfactorily complete a background investigation (See Section I) prior to hiring.
- University Assistants must come to Human Resources, Davidson 119, to complete an I-9 form and paperwork.
- Time sheets for University Assistants are processed through the CORE's time and attendance system.
- Supervisors are responsible for monitoring the salary and hours maximums for their University Assistants.

From the Center for Advising and Career Exploration (CACE) web page

"Hundreds of students work part-time on campus in almost every department. They perform a variety of jobs including assisting with general office functions, working in positions that require technical expertise, assisting with research and providing excellent customer service. Students who work on campus are more likely to remain in school and complete their degrees because they feel more connected to the university."

SECTION 5

STUDENT WORKERS

Student Worker Board Resolution #98-62

- Student workers must be matriculated at one of the CSU universities, and must be currently enrolled in courses or enrolled in the Intensive English Language Program (IELP) at one of the campuses.
- Student workers cannot be on any other state payroll other than the student employee payroll of the university.
- Students may work in the summer only if they were enrolled in the prior spring semester and certify in writing an intention to continue enrollment in the subsequent fall semester or to complete degree requirements during one of the summer sessions.
- Students may work no more than 40 hours per pay period during the spring and fall semesters when classes are in session. During periods when there are no classes, students may work 40 hours per week.
- The rules of the Federal College Work Study Program, or any other federal work program, prevail if there is a conflict with this Board Resolution.
- Student workers are paid from individual department operating budgets.
- Student workers are state employees and receive state paychecks.
- As state employees, student workers are required to abide by state and university policies.
- Upon completing 680 hours worked, a Student Worker will accrue one (1) hour paid sick time for every 40 hours worked and can use a maximum of 40 hours per calendar year.

Funding and hiring a student worker

- See Appendix K for Student Worker Pay Rates and Job Classifications.
- If you want to advertise a Student Worker position, or you are looking for students with a work-study award to work in your department, call the Center for Advising and Career Exploration (x21631). They will post the position in Central Connections (link), where all students can search for available positions. Students will directly contact the department contact listed in the job posting to set up an interview.

- Once you have hired a student worker, he/she must read several policy documents and complete required forms. See Student Employment Reading Material and Student Employment Forms.
- All forms are submitted to the Payroll Office in Marcus White Annex 006.
- A justification is required for changes to a student worker's pay rate. (See Appendix 1).
- If the student's pay rate changes, or there are any other changes to the student's payroll status, they may be required to submit revised payroll forms.
- Hours worked are submitted through the automated time processing system (TPS).
- Questions regarding forms, time sheet processing, or paychecks should be directed to the Payroll Office at X22503.

SECTION 6

GRADUATE INTERNS

Procedures and Criteria for Appointing Graduate Interns

Per Board of Trustees Resolution #92-115

Developed by the School of Graduate Studies (X22363)

A Graduate student preparing to enter a student affairs or student service field may be appointed as a Graduate Intern (GI) to provide an intense two year on-the-job training and development experience.

Graduate interns enrolled as full time students shall be required to pay full time general fund tuition and in addition a University General Fee sufficient to defray the cost of student accident and health insurance, but the balance of the University general fee as well as all other fees imposed by the board shall be waived.

Graduate interns enrolled as part time students shall have waivers of all fees including summer session and winter session fees up to a total maximum of 18 credit hours, provided they are enrolled in courses that are required for the completion of their graduate program. (Please note: Graduate Intern must pay the \$62 registration fee (or higher if the fee structure changes).

Each campus is authorized to pay Graduate Intern stipends not to exceed \$15000 for the academic year (nine months) and a stipend not to exceed \$5000 for summer sessions (three months); said stipends will be prorated for part time assignments.

Criteria

A graduate student must meet the following criteria to be appointed as a Graduate Intern (GI):

- Be matriculated into a graduate program
- Demonstrate a minimum 3.0 GPA
- Preferably be registered part time (3-8 credits) in courses that are required for their graduate program. See above for the Board of Trustees resolution
- Have the proper visa if being appointed as an international student
- May not be employed under any other employment category by the university.

Procedures

Assigning a Graduate Intern (GI) to a department requires the following steps:

- The hiring office interviews the student and extends the possibility to hire after the graduate intern agrees to work 35 hours per week.
- The hiring office notifies the Dean, School of Graduate students who checks to see if students meet criteria as listed above.

If criteria are met, a letter is sent to the student by graduate studies and copied to the hiring supervisor, bursar and human resources, and Provost (or other appropriate area supervisor).

Whether they are new or renewals, GIs must report to Human Resources to be placed on the payroll. No GI will be paid until this requirement is met.

Graduate Interns may be hired for a maximum of two years if funding exists. Appointments are made on an annual basis and students are renewed based on the student's performance as a GI as well as stated criteria; a second letter is sent by graduate studies if appointed for a second year.

Position: _____ Search Number: _____

I. 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.

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.

2. 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.
3. 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.
4. 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.
5. 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.
6. 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 Diversity & Equity 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.

**SECTION 7
APPENDICES**

7. 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.

II. AAP-2: Affirmative Action search plan

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 Diversity & Equity DOES NOT have any available funds for advertisement.

III. 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 _____ The Office of Diversity & Equity will provide demographic information to the committee when the AAP-3 is submitted about the candidate.
10. Do not interview anyone until this form is completely approved. The Office of Diversity & Equity might reject an AAP3 form if the pool of finalists does not include an applicant from the target group.

IV. Interviews:

1. Read through the "Hiring and Search Manual" before beginning to interview. 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 didn't 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.
- V. AAP-4:
1. Fill out the unranked candidate's names only.
 2. Attach the memo to the hiring manager.
 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*.

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APPENDIX B SAMPLE LETTERS

(This is suggested language that should be personalized as appropriate for the search)

**Letter to a candidate who is not qualified or is minimally qualified
and will not be granted an interview**

Dear Dr./Ms./Mr.

Thank you for your interest in the position of _____ at Central CT State University. I apologize for the length of time you have had to wait for some communication from us. The Search Committee received over _____ applications and carefully reviewed all of the materials received from the candidates.

After due consideration of your credentials, we have identified other candidates whose "experience and qualifications more closely match our needs" OR "whose experience and qualifications more closely match the requirements listed in the job advertisement."

Letter to candidate in the highly qualified pool but is not granted an interview

Dear Dr./Ms./Mr.

Thank you for your interest in the position of _____ at Central Connecticut State University.

At this time, we have decided not to invite you for an interview. However, we are continuing the search and your candidacy will remain under consideration. If you no longer wish to be considered, kindly e-mail _____ and we will remove your name from consideration.

Letter to confirm a scheduled interview with a finalist

Dear Dr./Mr./Ms:

This letter is to confirm your scheduled interview for the position of _____ (job title) at Central Connecticut State University.

The interview is scheduled for _____ (day, date) at _____ (time) in _____ (building, room number). Directions and parking instructions are enclosed.

We look forward to meeting with you. In the meantime, if you have any questions, please feel free to call _____ at _____ (phone number).

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APPENDIX C

AMERICANS WITH DISABILITIES ACT (ADA) POLICY AND PROCEDURES

CONNECTICUT STATE UNIVERSITY SYSTEM POLICY REGARDING PERSONS WITH DISABILITIES

The Board of Trustees for the Connecticut State University System affirms its policy of nondiscrimination against all persons protected by all state and federal laws, regulations and executive orders. This policy of nondiscrimination commits the Connecticut State University System (CSU) to achieve equal employment opportunity and full participation for employees with disabilities. It is the Board's policy that no qualified person be excluded from consideration for employment, participation in any university or System Office program or activity, be denied the benefits of any university program or activity, or otherwise be subjected to discrimination with regard to any program or activity. This policy derives from CSU's commitment to nondiscrimination for all persons in employment, academic programs, and access to facilities, programs, activities, and services.

Existing barriers, whether physical, programmatic or attitudinal must be addressed. A person with a disability must be afforded equal employment opportunity as outlined in federal law, specifically the Rehabilitation Act of 1973 including the section 504 and the Americans with Disabilities Act of 1990, as well as specific state laws on nondiscrimination found in the Connecticut General Statutes and State Executive Orders 18, 11, and 9.

The ADA requires reasonable accommodation in all aspects of the employment process including application, performance of duties and benefits and privileges of employment. CSU's efforts to accommodate people with disabilities must be measured against the goal of full participation and integration. Services and programs to promote these benefits for people with disabilities shall complement and support, but not duplicate, each university's regular services and programs. In keeping with CSU's commitment to equal employment opportunity, each university will make reasonable accommodation for the known physical and mental limitations of otherwise qualified applicants and employees within the provisions of the prevailing state and federal statutes.

An employee with a disability seeking a reasonable accommodation should contact the University or System Office Affirmative Action Officer to determine the appropriate process for review of the request.

Achieving full participation and integration of people with disabilities requires the cooperative efforts of all of university and System Office departments, offices, and personnel. Each university and the System Office shall periodically review its compliance with this policy as part of its commitment to nondiscrimination.

Letter to a candidate who was phone interviewed but will not be invited to campus
Dear Dr./Ms./Mr.

I am writing to follow up on our telephone conversation regarding the Search Committee's decision not to invite you for a campus interview for the position of _____.
Narrowing down the field is never an easy task, and it was made even more difficult by the caliber of the candidates. We enjoyed the opportunity to talk with you.
We appreciate your patience with the search process. On behalf of the entire Search Committee, thank you for your interest in CCSU.

Letter to a candidate who was interviewed but will not be hired (after being informed by telephone)

Dear Dr./Ms./Mr.

I am writing to follow up on our telephone conversation regarding the _____ position.

The Search Committee thoroughly enjoyed meeting with you. As you know, we had over _____ applicants for the position, and we interviewed only _____ candidates.

We hope that your passion for _____ remains high, and that your career, whatever path it takes, is fulfilling and rewarding.

The Connecticut State University System regarding Persons with Disabilities shall be made available to all employees and shall be posted prominently in meeting rooms used for university and related business meetings and on bulletin boards located in common areas which are readily accessible, on a daily basis, to Connecticut State University System employees and visitors.

PROCEDURE FOR REQUESTING REASONABLE ACCOMMODATION UNDER THE AMERICANS WITH DISABILITIES ACT (ADA)

The Americans with Disabilities Act of 1990 requires employers to provide "reasonable accommodation" to qualified individuals with disabilities who are employees or applicants unless to do so would cause an "undue hardship." The term reasonable accommodation generally is any change in the work environment or in the way things are customarily done that enables a disabled employee to enjoy equal employment opportunities. The University must analyze each request for accommodation on a case-by-case basis and make a good faith effort to reasonably accommodate a qualified employee or applicant with a disability.

As a general rule, the individual with a disability must inform the employer that an accommodation is needed since employers are only obligated to provide reasonable accommodation of known disabilities. Under the ADA, the employer and the employee must engage in an informal interactive process to clarify what the individual needs and identify the effective reasonable accommodation. The employer may ask questions about the nature of the disability and the individual's functional limitations in order to identify an effective accommodation. Further, if the disability and/or need for an accommodation are not obvious, the employer may ask for more information including documentation to establish that the person has a disability and that it necessitates a reasonable accommodation. At its discretion, the University may require that the documentation about the disability and the functional limitations come from an appropriate health care or rehabilitation professional.

The employer is not required to provide the reasonable accommodation that the individual requests. Rather, the employer may choose among reasonable accommodations as long as the chosen accommodation is "effective," i.e., it would remove a workplace barrier, thereby providing the individual with an opportunity to perform the essential functions of the position. The employer may choose a less expensive or burdensome accommodation among available effective reasonable accommodations.

REASONABLE ACCOMMODATION PROCESS

1. Initiation of the Request for Reasonable Accommodation

In order for the University to analyze each request for accommodation, the requesting employee or job applicant should complete the attached two forms, the "Reasonable Accommodation Request Form," and the "Health Care Provider Release Form." When deemed necessary by the University, the employee or job applicant must provide current documentation from a health care provider regarding the nature of the disability and need for accommodation.

The employee/job applicant seeking a reasonable accommodation must complete these forms and provide them directly to the University's ADA Coordinator, Rosa Rodriguez, Chief Diversity Officer, 1615 Stanley St., New Britain, CT 06050, (860) 832-0178, rod.riguez@ccsu.edu.

The request for accommodation should include current documentation from a health care provider (if required by the University) that:

- States the nature of the disability in order to establish that the individual has a mental or physical impairment that substantially limits a major life activity, has a record of such impairment, or is regarded as having such impairment.
- Explains the functional limitations the employee has as a result of their disability as it relates to the job duties.
- Suggests accommodations that would remove the barriers to the employee/applicant's ability to perform the essential functions of the job.

2. Essential Job Function Analysis Conducted by the University and Determination of the Request For Reasonable Accommodation

The ADA Coordinator will contact the Department or Unit and conduct an essential job function analysis. The University retains the right to establish the essential job functions of the position for which a request for accommodation has been made.

After the above information has been received, the following steps will be taken:

- A review by a University-designated health professional may be required to substantiate that the employee has a disability and needs a reasonable accommodation.
- If appropriate, a meeting may be held with the employee, ADA Coordinator, and management personnel from the department to discuss the employee's limitations as they relate to the essential functions of the job and to discuss various options in regard to accommodating the employee.

If you're a job applicant, for what position are you applying? _____

1. Identify the physical and/or mental impairment(s) for which you are requesting an accommodation and expected prognosis/duration of the impairment(s).

2. Explain how the impairment(s) listed in #1 affects your ability to perform the essential function(s) of the job/job applying for.

3. List the accommodation(s) you are requesting.

4. Medical verification of impairment from my physician or health care provider (check the appropriate box):

I have enclosed the documentation for this request.

The disability and the need for reasonable accommodation is obvious and no medical documentation is needed. Explain:

I, _____, give Central Connecticut State University permission to explore coverage and reasonable accommodations under the Americans with Disabilities Act of 1990, and all applicable State and Federal laws. I understand that all information obtained during this process will be maintained and used in accordance with the ADA, including its confidentiality requirements.

Signature of Requestor _____ Date _____

To Be Completed By the ADA Coordinator

Accommodation Request is: Approved _____ Denied _____ Modified _____ (Explain below)

Comments: _____

Signature of ADA Coordinator _____ Date _____

Reviewed by: _____ Date: _____

Revised October 2008

The University Administration retains discretion to select an accommodation which is deemed to be effective in removing the workplace barrier that is impeding the individual with a disability giving due consideration to the preferences of the employee or applicant.

Any questions regarding this process should be directed to the University's ADA Coordinator.

[References: 42 U.S.C. §12101 et seq; 29 C.F.R. § 1630.9]

Complaint Procedure

For complaints of alleged violations of the Americans with Disabilities Act, employees should refer to the COSU internal complaint procedure established through the Office of Diversity & Equity at <http://www.ccsu.edu/AEAction/complaints.html>

**CONFIDENTIAL
REASONABLE ACCOMMODATION REQUEST FORM**

To be completed by employee or job applicant requesting an accommodation. Send to:

Rosa Rodriguez, Chief Diversity Officer, Office of Diversity & Equity, Davidson Hall, Room 102, 1615 Stanley Street, New Britain, CT 06050

This form must be used by university employees and/or applicants for employment who believe they have a disability and wish to request a reasonable accommodation under the Americans with Disabilities Act (ADA) or other applicable State and Federal civil rights laws. By considering this request, the University does not consider or regard the person making the request as having a disability as defined by the ADA, the Connecticut Fair Employment Practices Act, or any other applicable law.

The purpose of this form is to assist the University in determining whether, or to what extent, a reasonable accommodation is appropriate for an employee or applicant for employment. This form must be maintained separately from the employee's personnel file and is a **confidential** document.

Fill out all sections that apply to you.

Name: _____ Date of Request: _____

Job Title/Classification: _____ Phone #: _____

Manager's Name: _____ Phone #: _____

Department/Unit: _____

HEALTH CARE PROVIDER RELEASE FORM

I, _____ (employee/applicant), give Central Connecticut

State University permission to contact _____ (healthcare provider). I understand the reason for this contact is to advise the University about my functional abilities and limitations in relation to my job functions. I understand that the University will provide _____ (healthcare provider) with specific information about the position, including the essential functions and specific requirements. All information obtained from employee medical examinations and inquiries will be job-related and consistent with business necessity. All information obtained will be maintained and used in accordance with the Americans with Disabilities Act of 1990 confidentiality requirements, and all other applicable State and Federal laws.

Employee/Applicant Signature

Date

Revised October 2008

**APPENDIX D
SAMPLE INTERVIEW QUESTIONS**

QUESTIONS APPROPRIATE FOR TEACHING FACULTY INTERVIEWS

Describe the significance of your current research and how it fits into your long term research agenda.

How would you teach a broad introductory survey course taken by majors and Gen Ed students alike?

What books would you assign to your courses and why?

How do you engage students, particularly in a course for non-majors?

In your opinion, what are the attributes of a good instructor?

How do you adjust your teaching style to the less motivated or under-prepared student?

How does this position fit into your overall career goals?

BEHAVIORAL INTERVIEW QUESTIONS

What is Behavioral Interviewing?

Behavioral Interviewing helps interviewers discover how a candidate thinks and reacts in specific employment situations. The concept of Behavioral Interviewing is based on the idea that past performance is a predictor of future success.

Traditional interviewing asks typical questions such as: "What are your strengths and weaknesses?" or "What do you expect from an employer?"

In Behavioral Interviewing, desired skills and traits are determined and then questions are framed to determine whether the person's past experience and decision making skills match the organization's goals. In Behavioral Interviewing, questions are more probing in nature.

Examples of Behavioral Interview Questions

- Give an example of an occasion when you used logic to solve a problem.
- Give an example of a goal you reached and tell me how you achieved it.
- Give an example of a goal you didn't meet and how you handled it.
- Describe a stressful situation at work and how you handled it.
- Tell me about how you worked effectively under pressure.

- What was the most difficult presentation you ever made?
- Does writing come easily to you? What types of communication are easiest to compose? Hardest? Why?
- Are you better at verbal or written communication? Why?
- Tell me how you ran your last meeting.
- When was the last time you got angry and showed your temper too quickly at work? How did it turn out?
- Give me an example of a recent time when you were confronted with an extremely stressful work situation. How did you handle it?
- Describe the last time you felt forced to comply with a decision made at work with which you did not agree.
- Tell me about a recent time when you co-workers or subordinates would say you were stressed or frustrated.
- When was the last time your supervisor praised you for handling a very stressful situation well?
- In your last job, when did you feel pressured? Why? What caused the pressure?
- Give me an example of when you had to work harder than normal to complete a task.
- What was a recent business conflict you had with someone at work? What were the results?
- What types of disagreements are you able to handle easily? Which are the most difficult? Please provide examples.
- Give me an example of a time when you took too long to deal with a conflict.
- When have you had to confront someone at work?
- What's an example of a disagreement that did not get resolved?
- What situations get you angry or irritated?
- Talk to me about your daily, weekly and monthly goals/deadlines and how your performance is measured.
- Tell me about a frustrating task or project that didn't turn out the way you wanted.
- What are you proud of accomplishing? What impact did it have?
- What's an example of an error or mistake you have made on the job?
- Describe two challenging goals you set for yourself in the past year. What were they and what was the outcome?
- Describe some tactics you have used to ensure you meet your goals.
- When have you failed to reach a goal?
- Tell me about the most challenging task or project you've had.
- Tell me about a deliverable you were responsible for providing that exceeded expectations.
- What do you like about your work? What rewards does it give you? Why did you choose this field?
- Tell me about your ideal work situation or career.
- What do you like least about your work? Why?
- What type of manager do you need to get the most out of your potential?
- If I were to read your most recent performance appraisal, what would it tell me?
- Thinking about this job, what do you believe would be most challenging aspects for you?
- Think of a time when you were asked to do or prepare something you knew little about. What did you do to ensure your deliverable was acceptable?
- Describe a time when you saw a superior or peer treat someone in a manner that you considered inappropriate. What did you do?
- Tell me about a time when everyone in a group was saying, "It can't be done", and you showed them a way it could be done.
- Tell me about a time when your willingness to take control of something worked really well.

- How do you handle a challenge?
- Have you been in a situation where you didn't have enough work to do?
- Have you ever made a mistake? How did you handle it?
- Describe a decision you made that was unpopular and how you handled implementing it.
- Did you ever make a risky decision? Why? How did you handle it?
- Did you ever postpone making a decision? Why?
- Have you ever dealt with company policy you weren't in agreement with? How?
- Have you gone above and beyond the call of duty? If so, how?
- When you worked on multiple projects how did you prioritize?
- How did you handle meeting a tight deadline?
- Give an example of how you set goals and achieve them.
- Did you ever not meet your goals? Why?
- What do you do when your schedule is interrupted? Give an example of how you handle it.
- Have you had to convince a team to work on a project they weren't thrilled about? How did you do it?
- Give an example of how you worked on team.
- Have you handled a difficult situation with a co-worker? How?
- What do you do if you disagree with a co-worker?
- Share an example of how you were able to motivate employees or co-workers.
- Do you listen? Give an example of when you did or when you didn't listen.
- Have you handled a difficult situation with a supervisor? How?
- Have you handled a difficult situation with another department? How?
- Have you handled a difficult situation with a client or vendor? How?
- What do you do if you disagree with your boss?

Miscellaneous Interview Questions

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- If I were to ask your last supervisor, what would he/she tell me about your attendance?
- Tell me about a time when you organized and implemented a new work system, process or procedure. What was the outcome? What was your role?
- When has an organizational change made the work you had been doing irrelevant? Describe the toughest work transition you ever had to make. What made it so difficult? What was the outcome?
- When did you take an idea from beginning to end?
- Think of a time when you had to change something significant in your work environment? What happened?
- Tell me about a time when someone misunderstood a memo or email message you wrote.
- Describe an example of poor communication from a co-worker, boss or peer. How did you respond to it?
- Tell me about a time when you were speaking in front of a group and realized they weren't "getting it". Give me a recent example of how you communicated to others an idea that was well-received and implemented.
- Tell me about an experience where you had to speak up and share an opinion with others that was contrary to the majority view.

- When have you passed up a job or assignment because you weren't confident enough in your ability?
- Describe a situation where you tried your best and failed.
- What's the riskiest career change you've made? Why did you make it?
- What ideas have you sold to your own management? Why? What happened?
- Tell me about a time when you kept a confidence even though it cost you. What happened?
- Describe a time when you "walked your talk" at work. What was the situation? As a manager, tell me about a time when you had to present material you did not support.
- When did someone entrust you with a work confidence? Why do you think you were selected for this confidence?
- Tell me how you gain others' confidence and respect.
- When has disclosing a piece of information backfired on you?
- When have you felt it proper or necessary to circumvent company policy to make a sale?
- How have your relationships with peers improved or eroded over the years?
- Tell me about a time when your interpersonal skills were to the toughest test. Describe a situation where you had to change your interpersonal style because it wasn't working.
- How much of your success is due to your interpersonal skills?
- Has political savvy ever failed you?
- Describe the type of relationship you had with other key departments at your previous employer.
- When have "politics" affected your job?
- What are some "unwritten rules" for behavior at your last company?
- Tell me about a time when you felt it necessary to get assertive to get what you deserved or needed from management.
- Tell me about a time when you anticipated a political problem in advance. When was the last time a peer called up you because of your technical skills and level of expertise?
- How have you prepared yourself to stay abreast of technical developments in your field?
- How do you stay current on trends in the marketplace? The competition? Legislative regulations pertaining to the operation of business?
- During the last year, what have you not been able to do because you lacked the needed skill?
- Tell me about a time when you enhanced the performance of your business unit through the application of your specialized skills and technical expertise. When have you effectively put your technical expertise to use to solve a business problem?
- What do you want to know more about?
- What additional skills do you wish you had?
- Describe a negotiation you conducted.
- Tell me about a situation when you have brought two reluctant groups together. What did you do to prepare? What was the outcome?
- Tell me about a time when you knew ahead that negotiations would be difficult. What did you do to prepare? What was the outcome?
- Tell me about your most over-budget project?
- Tell me about a time when you weren't able to say "no" to a request and got overloaded.
- Walk me through how you prioritize.
- Tell me about an experience you've had where scheduling your workload exceeded the amount of time you had available. What happened?

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- What did you do to prepare for this interview?
- Tell me about a situation when your schedule was interrupted unexpectedly. What did you do to overcome them?
- What do you need from an organization to support your success? Please be specific.
- How do you get started on a typical day? What do you do from there?
- How do you stay on top of your paperwork and email responsibilities?
- What is a current challenge you face with managing your time and priorities? How have you attempted to overcome it?
- Describe a time when you prepared a large budget. Were you able to meet it? What were the variances? How did it need to be altered?
- When have you underestimated resources required for a project or task?
- Give me an example of a time when you analyzed a situation to prevent additional problems.
- Tell me about a persistent issue that you resolved. What steps did you take to solve it?
- Describe a time when solving a problem poorly impacted the overall performance of your business unit.
- Tell me about a new idea you proposed to someone recently. What was the idea? What prompted it? Was it implemented?
- Think of a time when there was not a set precedent to help you solve a problem. How did you handle this situation? What was the outcome?
- Tell me about a time when you were given a task/project and asked to complete it with little guidance or structure.
- Tell me when you had to make a decision in less time than you thought was right. When has untimely decision-making ever figured in a failure, struggle or setback you have had?
- What was the most difficult decision you had to make at your present position? Why? What other possible solutions were there?
- Give me an everyday problem you had at your last job. How did you solve it?
- Why are you leaving your current employer? How did you reach this decision? What problems have you discovered at your current or previous company? What types of solutions have you recommended?
- When did you have to make an unpopular decision?
- Compare sales managers for whom you've worked. Which one organized your job (territory, customers, etc.) best? Which one was the best to work for? Why?
- Tell me about the most significant accomplishment in your department in the last year. To whom does the credit belong?
- Describe a situation when your attempt to motivate or influence a person/group was rejected.
- Tell me about a time when you became too "hands-on" and had to let go to allow the team to do more.
- When have you started up a new team?
- When have you worked on a team where others had more expertise/experience than you?
- How have you worked with team members who have very different levels of competence?
- Would you rather work on a team or on your own? Why?
- Give me an example of a problem you faced on the job, and tell me how you solved it.
- Tell me about a situation in the past year in which you had to deal with a very upset customer or co-worker.
- Give me an example of when you had to show good leadership.
- Give an example of an occasion when you used logic to solve a problem.

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APPENDIX E

ILLEGAL INTERVIEW QUESTIONS

REGARDING NATIONALITY

Do not ask

- o Are you a U.S. citizen?
- o Where were you (or your parents) born?

BUT.... YOU CAN ASK:

- o Are you authorized to work in the United States?
- o What languages can you read, speak, or write fluently?

REGARDING AGE

Do not ask:

- o How old are you?
- o When did you graduate from college?
- o You're making a career change at this age?
- o How old are your grandchildren?

BUT.... YOU CAN ASK:

- o Are you over the age of 18?

REGARDING MARITAL STATUS AND FAMILY

Do not ask:

- o What is your marital status?
- o Would your husband (wife) be willing to relocate if you get this job?
- o How do you handle all your responsibilities as a single parent?
- o Do you have plans to have a family?
- o How many children do you have?
- o Do you have child care arrangements?
- o What does your spouse do?

BUT.... YOU CAN ASK:

- o Would you be willing to relocate if necessary? Travel is an important part of this job.
- o This job requires overtime occasionally. Would you be able and willing to work overtime if necessary?

- Are an example of a goal you reached and tell me how you achieved it.
- Describe a decision you made that was unpopular and how you handled implementing it.
- Have you gone above and beyond the call of duty? If so, how?
- What do you do when your schedule is interrupted? Give an example of how you handle it.
- Have you had to convince a team to work on a project they weren't thrilled about? How did you do it?
- Have you handled a difficult situation with a co-worker? How?
- Tell me about how you worked effectively under pressure.

Traditional Interview Questions

- How would you describe yourself?
- Tell me about your experience.
- Can you share some specific information about your past work history and what skills you used frequently in your previous positions?
- What skills do you bring to this position?
- Why did you leave your last job?
- What are your long range and short range goals and objectives?
- What do you see yourself doing five years from now?
- Why did you choose this career?
- Can you explain gaps in your employment history?
- How well do you work with people? Do you prefer working alone or in teams?
- How would you evaluate your ability to deal with conflict?
- How would your co-workers describe you?
- What is the best job you've ever had and why?
- What qualifications do you have that make you uniquely qualified for this position?
- In what ways do you think you can make a contribution to this University?
- What leadership attributes do you have?
- What two or three accomplishments have given you the most satisfaction? Why?
- Do you have plans for continued study?
- How well do you adapt to new situations and change?
- What interests you about working at the University?
- How do you personally define success?
- What motivates you professionally?
- Why should I hire you?
- Describe a situation in which you were successful.
- What are your greatest strengths and weaknesses?
- Who influenced you the most in your life and why?
- Are you willing to relocate?
- Are you willing to travel?

REGARDING AFFILIATIONS

Do not ask:

- o To what clubs or social organizations do you belong? (This could be interpreted as an attempt to determine national origin or religion)
- o From your resume, I noticed that you are actively involved in your church. Would it be a problem for you to work on Sundays?

BUT... YOU CAN ASK:

- o Do you belong to any professional or trade groups or other organizations that you consider helpful in your ability to perform this job?

REGARDING PERSONAL DATA

Do not ask:

- o How tall are you?
- o How much do you weigh?

BUT... YOU CAN ASK:

- o This job requires that you lift a 50-pound weight and carry it 100 yards. Can you do that?

REGARDING FINANCES:

Do not ask:

- o Do you own your own home?
- o Do you have any credit card debt?

REGARDING DISABILITY

Do not ask:

- o Do you have any disabilities?

BUT... YOU CAN ASK:

- o Are you able to perform the essential functions of this job with or without reasonable accommodations?

REGARDING MILITARY SERVICE

Do not ask:

- o If you've been in the military, were you honorably discharged?

BUT... YOU CAN ASK:

- o What type of training and education did you receive in the military?

Examples taken from USA Today, 1/29/01 *Illegal Interview Questions*

APPENDIX F

AAUP EMERGENCY APPOINTMENT
CENTRAL CONNECTICUT STATE UNIVERSITY
 (Pursuant to Article 4.8.2 (C) of AAUP Contract)

A copy of the approved AAP 1 form must be attached to this form when submitted.

SEARCH # _____ PCN _____
 1. DEPARTMENT _____ TITLE _____
 2. DESCRIPTION OF DUTIES AND RESPONSIBILITIES: _____

4. POSITION VACATED _____ DATE _____ NEW POSITION _____
 BY: _____

THE CANDIDATE SHALL NOT BE OFFERED THE POSITION UNTIL THIS FORM AS BEEN RETURNED TO THE DEPARTMENT WITH ALL REQUIRED SIGNATURES. IF THE CANDIDATE IS A NEW EMPLOYEE, PLEASE ATTACH A COPY OF CANDIDATE'S RESUME AND OFFICIAL TRANSCRIPTS. IN ADDITION, ALL NEW EMPLOYEES MUST FILL OUT A BACKGROUND INVESTIGATION CONSENT FORM (FACULTY) AND THE CCSU EMPLOYMENT APPLICATION, WHICH CAN BE FOUND AT <http://www.ccsu.edu/HumanResources/forms/index.html>

NAME OF CANDIDATE _____ PROPOSED RANK _____
 START DATE _____ END DATE _____ F/T SALARY _____ RACE/GENDER _____
 W = White B = Black H = Hispanic O = Other U = Unknown

Special terms or conditions _____
 This form should be routed to Human Resources after all signatures are affixed. Human Resources will prepare the letter of appointment.

1. DEPARTMENT/UNIT HEAD _____ DATE _____ PROVOST/EXECUTIVE OFFICER _____ DATE _____
 2. DEAN/DIRECTOR _____ DATE _____

APPENDIX G

CENTRAL CONNECTICUT STATE UNIVERSITY
HUMAN RESOURCES DEPARTMENT

NEW PART-TIME FACULTY
IMPORTANT
INFORMATION AND FORMS

Welcome to CCSU! We look forward to having you join us. Please take the time to read the enclosed information carefully.

BEFORE WE CAN PUT YOU ON THE PAYROLL, YOU MUST FILL OUT A NUMBER OF IMPORTANT FORMS. Please read the instructions carefully and return the completed forms to Louise Olszewski in Human Resources, Davidson Hall, Room 119.

INSTRUCTIONS FOR COMPLETING REQUIRED FORMS

Forms included in this packet:

- Background Investigation Authorization Form for Faculty are required for all new employees and any returning faculty with a break in teaching of more than one year. It is the policy of the CSU Board of Trustees that all new candidates for employment in the CSU System are subject to a pre-employment background investigation, which includes a criminal background check, federal sanctions, and reference checks. Background checks generally take 3 to 4 days to complete. Out of state and country residence usually takes longer to process.
- Employment Eligibility Verification (I-9) Form from the U.S. Citizenship and Immigration Service. **IMPORTANT: You must come to Human Resources in person to present the required documents (listed on the back of the I9 form).** Original documents only, no photocopies will be accepted. Complete the top section of the form and sign it. You cannot start working until we have verified that you are eligible to work in the U.S. *Be sure to bring the required documents to the Human Resources Office in Davidson 119.*
- Federal Income Tax Form W-4. Follow instructions for completion and sign. This form determines how much Federal Income Tax will be withheld from your paycheck.
- State Income Tax Form CTW-4. Follow instructions for completion and sign. This form determines how much State of Connecticut Income Tax will be withheld from your paycheck.
- CO-931(h) Retirement Form or Waiver. Review State Comptroller Mandatory Retirement Plan Options insert. Complete CO-931 form if enrolling or submit Waiver of Retirement Plan participation.

- Acknowledgment of Receipt Form for Ethics and Workplace Violence/ Policy on Computer Use is required in your personnel file.
- Direct Deposit Form. Complete and sign. We encourage you to use Direct Deposit. State employees are paid on a bi-weekly basis, with the pay period running from Friday to Thursday. Paychecks are distributed every other Thursday. With Direct Deposit, your paycheck is deposited to your checking or savings account on Thursday morning payday, otherwise your paper check is not available to deposit until after 3 p.m. on payday.
- CCSU Blue Chip ID Card Authorization. Bring to the Card Office located in the Student Center-Bookstore.
- CCSU BlueNet Account Request Form. Complete, sign and return to your department secretary. This gives you access to CCSU's computer network.
- Vehicle Registration Form. Complete and bring to Campus Police for parking tag after you obtain your Blue Chip ID Card.
- Green Dual Employment Form instructions (if applicable). You are required to fill out a Dual Employment Form if you are employed by another State agency. Please read the instructions and, if needed, request a Dual Employment Form from your current employer.

BENEFIT INFORMATION

- Health insurance
- 403b Tax Sheltered Annuity (TSA) or Deferred Compensation 457 plan
- Achieve and OSB Credit Union information
- Employee Assistance Plan brochure
- Tuition Waiver available after accruing 18 load hours within the CSU System.

INFORMATIONAL MATERIAL

Available @ www.ccsu.edu/HumanResources →Part Time Faculty Information

- PT Faculty Semester Payroll Dates
 - CCSU Calendar and Exam Schedule
 - Blue Chip Card Office and Blue Chip Card Terms of Disclosure
 - CCSU Media Technology Information
 - CCSU Information Technology Insert
 - Part-time Faculty Computer Loan program
 - Campus Map
 - Room Assignments can be accessed at www.ccsu.edu
- Quick Links→Courses →Course Offerings → Select a Term →SPRING 2011 or contact Department Secretary.

- As a part-time faculty member, you are covered by the CSU-AAUP collective bargaining agreement. Copies may be downloaded from the Human Resources web page at www.ccsu.edu→ Human Resources→Part Time Faculty Information→ General Information→ Union (AAUP) Information.

IMPORTANT POLICIES

- Guide to the Code of Ethics for Public Officials and State Employees
- Connecticut State University System Ethics Policy
- CCSU Violence Free Campus Policy
- CCSU Drug-Free Workplace Policy
- NCAA Rules for Student Athletes

If you are unable to access these materials, please contact Louise Olszewski (860) 832-2275 or come see us in Davison Hall, Room 119.

APPENDIX E

University Assistant Appointment
Fiscal Year 2013 - 2014

Renewal New Appointment

CCSU BANNER ID# _____

Name: Last _____ First _____ MI _____

Address: Street _____

City _____ State _____ Zip Code _____

Telephone # (____) _____-____ Supervisor _____

Department _____

Alternate: _____

Duties: _____

Please use either # 1 or 2

1. If working full fiscal year 2. If working partial fiscal year

Approver: _____ Start Date: 06/28/2013 Start Date: ____/____/____

Position #: _____ End Date: 06/27/2014 End Date: ____/____/____

Banner Index: _____ Total Weeks: 52 Total Weeks: _____

Total Salary for 2013-14 Employment Period:

\$ _____ (rate/hour) x _____ (hours/week)^W x _____ (total weeks) = \$ _____

*The number of hours assigned and worked by the University Assistant may not exceed an average of 19 hours per week for the term of the employment. Hours worked may not exceed 40 hours per pay week.

Recommended by: _____ (Supervisor) Date: _____

Approved by: _____ (Dean, Director, etc.) Date: _____

Approved by: _____ (Executive Officer) Date: _____

Approved by: _____ (Grant-for ALL Grants) Date: _____

New appointments ONLY:
(To be filled in after appointment is approved) Date of Birth: ____/____/____ Rate: _____ Sex: M / F

For Human Resources Use Only

Citizen: Y / N W-4: _____ CT W-4: _____ Ethics/Misconduct Prevention Policy: _____

If No - VISA or PRA I-9: _____ BKGRD: _____ Employee #: _____

APPENDIX I
DUAL EMPLOYMENT FORM

DMR

State of Connecticut Human Resources
Dual Employment Request Form

Form #: PER-DBEL
Revision Date: 01/2008

Instructions for SECONDARY AGENCY: Complete this form when an employee provides services under an authorized PER-201 for a second position. Keep a copy of this form in the employee's personnel file at the primary agency. When notification from both the primary and secondary agency is complete, process the employee according to the guidelines in Current Letter 2014.

Employee	Social Security Number	Today's Date
Primary Agency	Present Position Title	USA
SECONDARY AGENCY - Agency where employee is being considered for a second job	Title of position sought	U.S. Passport ID Non-Resident
Duties to be performed:		
Duties duties will be performed: (A new dual employment form must be completed and placed in the employee's personnel file for each new period of employment.)		
Start Date:	End Date:	
Days work schedule will be as follows:		
Time In:	Time Out:	
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STUDENT WORKER PAY RATES & JOB CLASSIFICATIONS

Student Worker Pay Rates and Job Classifications

Class	Position requiring no work experience or some experience and/or training sufficient to work at semi-structured jobs not requiring supervisory responsibility, routine tasks such as desk receptionists or jobs of short duration such as assisting at special events.	Hourly Rate
Class I		\$8.25 \$8.55 \$9.15
Class II	Position requiring proven skills and/or technical knowledge with capability of assuming extra responsibilities such as supervision of others, data entry, or actively supervising.	\$8.65 \$9.15 \$9.55 \$10.15
Class III	Advanced position requiring skills and knowledge acquired through prior employment or class training in the appropriate area (minimum of two years). The class usually requires supervisory responsibilities or the ability to work independently on projects requiring specialized skills.	\$ 8.65 \$10.70 \$11.75 \$12.80 \$13.90 \$15.00

Students who participate in off-campus employment programs such as work study and community services may be compensated utilizing any of the pay rates noted above.

- Effective Dates:
 - If the pay increase form is submitted with original appointment documents the increase will be effective upon the student's new appointment.
 - If the pay increase form is not submitted in the manner described above, the increase will be effective the next available pay period for processing.
- No retroactive adjustments are made for a previously paid payroll.
- Return form to Business Services, Maurice White Annex 006. An effective and prompt review of requests for adjustments is dependent upon accurate and complete justification forms. Please be sure to provide all requested information to facilitate prompt action on your request.
- Any increases in wage rates will affect your student help budget. We encourage you to assess the impact on your budget to ensure that funds are not over-expended.

HR 120106.00

STUDENT WORKER PAY INCREASE JUSTIFICATION

STUDENT WORKER PAY INCREASE JUSTIFICATION

Student's Name: Last _____ First _____ MI _____

CCSU ID Number: _____

Position Code: _____ Proposed Pay Rate \$ _____ /hour

Date employed as a Student Worker in your department: ____/____/____

Student Worker class of pay requested: I II III*
(check one)

Summary of tasks and duties assigned to the Student Worker:

*For classification requests to Class III, please provide a statement verifying that the Student Worker has had two years of training or experience relevant to the Student Worker position to be held:

Supervisor's Printed Name	Supervisor's Signature
Department	Extension
	Date

Student Payroll Services Department Use Only

Authorized Approval _____ Date _____

HIRING/PROMOTION GOALS AND TIMETABLES

Section 46a-68-41

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 as short term (one year or less) or long term (more than a year, but not more than five).

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

An analysis of all hiring and promotional goals is distributed on a monthly basis to the President, the Vice Presidents, Chief Officers, Deans, Directors, Union Presidents and Minority Committee Chairs, managers, and supervisors. In addition, a summary of the hiring and promotional goals for the current reporting period is posted on the Office of Diversity and Equity web page at <http://www.ccsu.edu/AffAction/>.

Because of the current budgetary climate and hiring restrictions, our goals are very conservative for the 2013-2014 period. However, in addition to making every good faith effort to meet the established goals, the University will continue to be committed to a qualified, diverse workforce.

Note: After consultation with the CHRO reviewer on March 6, 2013, the University has removed all coaching titles out of the faculty category and created a separate EEO category (coaching) and a separate analysis was conducted in all numerical sections of the plan.

When new faculty hires have not completed their terminal degrees, they are hired at the instructor level until they obtain the degree required; therefore, after consultation with the CHRO reviewer on March 6, 2013, the instructor category has been consolidated into the Assistant Professor category.

HIRING AND PROMOTION GOALS

Based on the **Section 46a-68-40, Utilization Analysis**, the University has established the following hiring and promotion goals for the period of March 1, 2013 through February 28, 2014.

HIRING GOALS:

EXECUTIVE/ADMINISTRATIVE

Short-Term

- 1 White Female
- 2 Black Females
- 1 Other Male
- 1 Other Female

Long-Term

FACULTY

PROFESSOR

- 1 White Female
- 1 Other Male

ASSOCIATE PROFESSOR

Short-Term

- 1 Black Female
- 2 Hispanic Females
- 1 Other Female

Long-Term

ASSISTANT PROFESSOR

Short-Term

- 2 White Females
- 1 Black Male
- 1 Black Female
- 1 Hispanic Male
- 1 Other Female

Long-Term

COACHING

Short-Term

- 2 Black Males
- 1 Black Female
- 1 Hispanic Male
- 1 Other Male

Long-Term

PROFESSIONAL/NON-FACULTY

Short-Term

4 White Females

3 Black Females

1 Other Male

3 Other Females

Long-Term

3 Other Females

SECRETARIAL CLERICAL (EXCLUDING ADMINISTRATIVE ASSISTANT and SECRETARY 2)

Short-Term

3 White Males

1 Other Male

1 Other Female

Long-Term

2 White Males

SECRETARIAL CLERICAL/ADMINISTRATIVE ASSISTANT

Short-Term

1 Black Female

1 Other Female

Long-Term

SECRETARIAL CLERICAL/SECRETARY 2

Short-Term

1 White Female

1 Black Male

1 Hispanic Male

Long-Term

TECHNICAL/PARAPROFESSIONAL

Short-Term

1 White Female

1 Black Male

1 Black Female

1 Hispanic Female

Long-Term

SKILLED CRAFTS

Short-Term

1 Black Male

2 Hispanic Males

1 Other Male

Long-Term

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS and PROTECTIVE SERVICES)

Short-Term

Long-Term

- 1 White Female
- 1 Black Male
- 1 Hispanic Male
- 1 Hispanic Female
- 1 Other Male

SERVICE MAINTENANCE/CUSTODIANS

Short-Term

Long-Term

- 1 White Male
- 1 Black Male
- 2 Black Females
- 2 Hispanic Males
- 1 Other Male

SERVICE MAINTENANCE/PROTECTIVE SERVICES

Short-Term

Long-Term

- 2 White Males
- 2 White Females
- 1 Hispanic Female

- 2 White Males

PROMOTION GOALS:

EXECUTIVE/ADMINISTRATIVE

- 1 White Female

FACULTY

PROFESSOR

- 11 White Females
- 8 Other Males

ASSOCIATE PROFESSOR

- 1 Black Male
- 2 Black Females
- 2 Hispanic Females
- 1 Other Female

ASSISTANT PROFESSOR

No promotional goals established.

Coaching

No promotional goals established.

PROFESSIONAL/NON-FACULTY

No promotional goals established.

SECRETARIAL CLERICAL (EXCLUDING ADMINISTRATIVE ASSISTANT and SECRETARY 2)

No promotional goals established.

SECRETARIAL CLERICAL/ADMINISTRATIVE ASSISTANT

1 Hispanic Female

SECRETARIAL CLERICAL/SECRETARY 2

No promotional goals established.

TECHNICAL/PARAPROFESSIONAL

No promotional goals established.

SKILLED CRAFTS

No promotional goals established.

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS and PROTECTIVE SERVICES)

1 White Female

1 Hispanic Female

SERVICE MAINTENANCE/CUSTODIANS

No promotional goals established.

SERVICE MAINTENANCE/PROTECTIVE SERVICES

No promotional goals established.

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INNOVATIVE PROGRAMS

Section 46a-68-49

Central Connecticut State University (CCSU) supports and maintains a number of programs that benefit students, staff, faculty, potential employees and the community in ways that demonstrate the University's commitment to equal employment opportunity and affirmative action.

Administrative Clerical Tuition Waiver Program

The Connecticut State University System (CSU) reinstated the agreement with AFSCME Council 4 to provide a tuition waiver program to clerical employees, effective January 1, 2014. Members of the Administrative Clerical bargaining unit, who are permanent and work at least 20 hours weekly, may take up to two courses per semester at any of the four state universities, tuition free. During the spring 2014 semester, eight CCSU employees benefitted from this program: three White females, three Black females, one Hispanic female, and one Hispanic male. The prior agreement expired on June 30, 2013, thus there were no waivers authorized for the fall 2013 semester.

Access to Low income and under-represented minority students –

The Office of the Vice President for Student Affairs at Central Connecticut State University is dedicated to collaborating with community organizations whose mission is to expose young students to higher education. Over the past several years, Student Affairs has sponsored several Career Beginnings Programs which support the University's initiative to diversify the campus. This organization consists of three programmatic elements: "5th Graders Go to College", "8th Graders Go to College" and the "High School/Mentorship Program". Each spring semester, the University has hosted the "5th Graders Go to College" and "8th Graders Go to College" programs in an effort to increase early awareness of higher education to students in the Greater Hartford Area. Students are provided an opportunity to tour the campus, eat lunch on the green, visit the gymnasium and planetarium, and hear from college students and personnel. In addition, the Student Affairs Office has sponsored the Career Beginnings Mentorship Program by providing workshops on topics such as the financial aid process, the admission process, and strategies in succeeding in college.

Alternate Work Schedules

The University provides alternate work schedules for all employees, if requested and in accordance with union contracts. This assists the individual in maintaining a full-time job while meeting other responsibilities outside the workday.

Center for Teaching Excellence and Faculty Development

The Center for Teaching Excellence and Leadership Development coordinates professional development activities and resources related to teaching, and faculty leadership. The goals of the Center are to promote a learning community focused on studying and improving teaching to enhance students' learning and to enhance the growth of academic leaders in the CCSU community.

The Center sponsors various programs aimed at building and sustaining a learning community on the CCSU campus. Among the many programs offered by the Center are Teaching Excellence Learning Colloquiums, Forums, and resources for new and non-tenured faculty for their continued instructional development in the teaching and learning process.

CCSU Scholarships

Scholarship funds are available to assist classified employees and their dependent children with educational goals at Central Connecticut State University. The University designates funds for both the dependent children

and the employees enrolled in courses. Each semester, the Human Resources Office sends mass mailings to all classified staff to notify them of this opportunity. A total of eight recipients received this scholarship during this reporting period: Summer 2013 – one (1) white female, Fall 2013—two (2) white males, three (3) white females and, two (2) Hispanic females; Spring 2014—one (1) white male, three (3) white females, two (2) Hispanic females. The total awarded was \$13,500.

Center for University Technology Training (CUTT)

The Center for University Technology Training was developed to provide a central resource for the campus community to access technology training, academic technology development and technology resources. The center is comprised of three areas: Academic and Administrative Technologies, as well as general skills training. CUTT offers several training sessions including multimedia use, software instruction, and other programs that are used in the University. In addition to scheduled classes, CUTT offers individual one-on-one training sessions, walk-in assistance and departmental training sessions.

Child Care Center

The Early Learning Program is a non-profit organization that holds the childcare license for this facility. The University and its academic departments are not directly responsible for the daily operation of the facility. An elected board of directors oversees the general operations.

Our belief is that young children will thrive through their positive interactions with appropriate role models, exposure to developmentally appropriate materials and the introduction of educational concepts in a developmentally appropriate environment. The children enrolled in our program are involved in activities, based on play, that address their developmental needs in the following areas of growth: social, emotional, language, cognitive and physical.

We believe that it is the responsibility of all early childhood educational environments to provide, on a daily basis, challenging, and age-appropriate experiences in order to foster a child's positive developmental growth.

In the year 2014 ELP served 49 children ages 3-7yrs.

Diversity Grants Program

The Diversity Grant Program provides funds to encourage faculty, staff, and students to implement innovative educational projects and/or activities that promote mutual respect and enhance our understanding of diversity and social justice. Last year, faculty, staff and student groups received \$5,980.00 in grants to organize events ranging from forums to promote equity and social justice among disadvantaged populations; a multidisciplinary discussion of an often neglected historical population and the importance of African and African descendant people to the formation and growth of the U.S. ; an art exhibit featuring “Human, All Too Human”, the wounds of the natural alphabet; a workshop for faculty conducted by the reacting to the past developers; The Amistad Lecture and Banquet: The Amistad Gender and Struggle for Human Rights; and a conference for Language Teachers of Connecticut to promote understanding of different cultures through foreign language learning.

Educational Opportunity Programs and Conn CAP College Readiness Programs

ConnCAP

Established in 1987 under the Connecticut Board of Governors for Higher Education, the Collegiate Awareness and Preparation Program (ConnCAP) was designed to increase the number of graduating New Britain high school students from disadvantaged backgrounds and prepare them with the necessary skills and motivation for success in college.

Now, in its second decade, Central Connecticut State University's ConnCAP Program is one of the oldest and largest in the state. The program serves 120 students in grades 7 - 12, annually. Over 2,200 students have participated in CCSU's ConnCAP program, which has an average program retention rate of 90% and a college-going rate well above the national average.

Students accepted into the program as a 7th grader must commit to participate through high school graduation. Both 7th and 8th grade students participate in an after school program in which they learn about study skills, strategies on how to improve grades, and gain knowledge on what it takes to go to college. While in the program, students enjoy exciting field trips to cultural and educational events, including college campus visits. Seventh and eighth grade students are required to participate in a six-week summer academic program. High school students receive tutoring and mentoring throughout the school year and these students are also required to attend a summer program.

EOP - The Educational Opportunity Program

EOP has been in place at CCSU for over 40 years. It offers a wide range of opportunities for students graduating from high schools across CT and wanting to attend our university. EOP is a five week summer program designed for students who have the potential and the desire to do college-level work, but do not meet CCSU's regular admissions standards.

EOP students live on campus in CCSU residence halls during the summer with all expenses paid including books, tuition, room, and board. Graduates of the summer program are admitted to CCSU as full-time matriculated students.

Employee Assistance Program

The University, in conjunction with the Lexington Group, Inc., offers an Employee Assistance Program (EAP). This program is a free, short-term counseling, assessment and referral service available to employees and eligible family members. EAP counselors are available for six sessions of short-term counseling. The EAP offers confidential assistance to employees in the identification and resolution of personal problems. Its objective is to reduce problems in the workforce and to retain valued employees. The Lexington Group also provides seasonal newsletters with tips for healthy living and stress relief. During the reporting period, 47 cases were opened, 148 clients were served, there were 3 management consultations and 57 cases were closed. The annual utilization for the EAP was 12%. EAP also provided the following onsite service: facilitation of conversation in Administrative Department (4/24/12), Critical Incident Stress Debriefings 5/9/13 and 8/1/13, mediation 9/11/13.

Employee Appreciation Week

For the past seven years during the last week in April, the Human Resources Department has sponsored "Employee Appreciation Week". Free workshops for all employees are offered, as well as a Recognition Ceremony for long term CCSU employees and retirees, a Fun Run, and campus wide picnic. Workshops are developed and/or selected in order to provide employees with a wide variety of timely, interesting, and useful topics. In April 2013, more than 250 employees attended the workshops, which included *Half a Glass: The Realist's Guide to Understanding Negativity*; *Introduction to Genealogy: Going Online to Find Your Roots*; *Snipping, Clipping & Downloading: Extreme Coupon Savings*; *Get Moving: Towards Better Health*; and, *Weather Forecasting 101: A Behind-the-Scenes Look at TV Forecasting*.

Information Technology Services "Tech Talk"

The CCSU Information Technology Services' "Tech Talk" series is held monthly as part of their commitment to addressing current issues in technology. These hour-long programs offer helpful tips and solutions for problems

facing computer users. This year, topics included gearing up for the start of the semester, National Cyber Security Awareness Month, technology purchasing for campus, holiday shopping for computers, computer security and Cornell University's Spider utility.

Institutional Advancement

CCSU is an annual sponsor of the New Britain Chapter NAACP Freedom Fund Dinner, the OIC of New Britain Annual Dinner, the Latin American and Puerto Rican Affairs Commission Annual Award Banquet, the New Britain YWCA Women in Leadership Luncheon, and the Urban League of Greater Hartford Equal Opportunity Dinner. In addition, the University provides sponsor support for the fund-raising events of numerous community non-profit organizations, among them: the Boys and Girls Club of New Britain, the Boys and Girls Club of Hartford, the New Britain Lions Club, the New Britain/Berlin Rotary Club, the Hospital of Central Connecticut, the Greater New Britain Arts Alliance and CALAHE.

The CCSU Alumni Association has provided a grant to the Anthropology Department for an oral history project of African Americans in New Britain, CT.

An agreement with Pratt & Whitney Aircraft Quality Engineering Scholarship Program at CCSU continues. The scholarship will enhance a pipeline of qualified workers to the aircraft industry while building awareness of careers in the aerospace quality engineering field. A key element of the program is the recruitment of students from CCSU existing network of community and school-based collegiate awareness programs to insure that scholarship recipients represent diverse social, economic, educational and cultural backgrounds.

UTC Aerospace Systems provide scholarship support for women and minorities in STEM majors (Science, Technology, Engineering and Math) as a way of encouraging students.

Lavender Graduation

Lavender Graduation is a program that began in 1995 at the University of Michigan and now takes place in colleges and universities across the country. It celebrates the academic achievements of lesbian, gay, bisexual, transgender, queer, questioning, intersex, and ally (LGBTQI/A) undergraduate and graduate students. This event acknowledges the unique challenges, experiences and accomplishments that these students face during their pursuit of higher education and thanks them for their contributions to campus life, diversity and their fields of study. Having completed degrees in higher education and become positive role models for younger LGBT students, this ceremony also thanks them for their perseverance through sometimes turbulent and hostile life and school experiences.

This program was first brought to CCSU as a capstone project completed by two students of the graduate program for Counseling in Student Development in Higher Education. It is now an institutional effort offered annually by the CCSU LGBT Center and the Office of Student Activities and Leadership Development. Since 2010 CCSU has recognized 59 LGBTQ and Ally students in our annual Lavender Graduation Ceremony. Each Lavender Graduate receives a certificate of recognition and a rainbow cord and tassel to wear during commencement exercises. This year the University recognized 10 students and 1 honorary recipient.

Minority Recruitment & Retention

To continue to enhance the recruitment program, the Office of Diversity & Equity and Human Resources work with the SUOAF/AFSCME Minority Recruitment and Mentoring Committee (MRMC) and AAUP Minority Recruitment and Retention Committee (MRRC) to develop strategies to attract a diversified pool of applicants for employment.

The AAUP (Faculty) MRRC is charged with the responsibility of assisting search committees to recruit members of minorities and other protected groups; to assist the University in retaining such members; and to engage in

such other actions as will effectuate the above purposes. Last year the University awarded \$12,407.66 to two males and two female recipients in the following disciplines: Economics, English, Communication, Counseling and Family Therapy, Counseling & Wellness Center and Teacher Education.

The **SUOAF/AFSCME MPMC** (Professional Non-Faculty) is charged with the responsibility for identifying and recommending qualified minority candidates to search committees after the promotional process has been followed. The committee ensures that mentoring arrangements are available for newly appointed minority employees. The mentors are charged with responsibility for enhancing the professional development of minority employees during the first 1-6 years of their appointments and during the first three years in a new position or reassignment. The program eligibility was changed from three to six years and it also now includes employees who are promoted to a higher level position. During the reporting period 13 members attended an MPMC Mentoring Luncheon, a minority candidate was sponsored to come to an on-campus interview, and six members of color were funded to participate in professional development activities.

Performance Excellence Award for Support Staff

The Performance Excellence Award for Support Staff is designed to distinguish individuals or teams for their contributions to the University. These employees consistently exhibit performance and behavior that exemplify the University's values. Permanent classified employees and Management/Confidential employees who are at or below salary grade 35 are eligible to be nominated for this award. The Award is presented during Employee Appreciation Week each year. Last year the University awarded \$500 to one white female.

The Red Flag Campaign

CCSU Spring 2014 Red Flag Campaign – Through a multi-departmental committee, CCSU successfully implemented a five-week Red Flag Campaign to raise campus-wide awareness on the warning signs (“red flag”) in relationships. The university utilized multiple approaches to reach over 10,000 individuals.

During the first week, the university conducted an extensive marketing campaign by placing several hundred red flags around campus, posting over 150 posters in academic buildings, dining halls and resident halls, sending out campus-wide emails and displaying campaign information on the electronic billboards (located on Ella Grasso Boulevard). CCSU's campaign was featured at a women's and men's double header basketball home game which included making public service announcements, staffing informational tables by university offices and community partners, cheerleaders wearing campaign t-shirts, coaches wearing red ties, and using the electronic advertising signage. Other activities included staffing informational tables at the student center and highly attended campus events including the double header basketball game, CAN Comedy Night, a Greek life event and various lecture/workshops events.

CCSU was able to utilize off-campus media sources to reach a broader audience. The campaign was featured in two articles in the New Britain Herald and on a CT news network (including an interview with the Chief Diversity Officer). The campaign was featured in three issues of The Recorder, CCSU student newspaper. CCSU's campaign placed door hang tags (listing campus/community partners' resources and services including the Office of Diversity and Equity) on every room in the residence halls, table tents in key university dining facilities, and mugs filled with candies and informational cards in key offices around the campus including but not limited to: the President's Office, Admissions, Financial Aid, Resident Life, Bursar's Office.

Ruthe Boyea Women's Center

The Ruthe Boyea Women's Center exists to provide resources, to advocate, to inform, and to support personal development. The Center offers a variety of services for and about women. It sponsors educational and cultural programs designed to promote gender equity, knowledge of women's rights issues, leadership, and independence. We encourage understanding and cooperation among women of varied socio-economic groups,

cultures, ethnic backgrounds, races and sexual orientations. We welcome all women and men who enter our doors.

Sexual Assault Survivors Group: A weekly peer support group for sexual assault victims and survivors to discuss the impact of sexual violence. Topics such as trust issues, flashback, anger, fear, relationship intimacy and others are addressed in a manner in which students can come together with other victims and survivors to share their thoughts and feelings in a safe place.

Healthy Relationship Support Group: A weekly peer support group for victims and survivors of unhealthy relationships with intimidate partners. Topics such as the cycle of violence, power and control, resolving conflict, identifying unhealthy behavior, trust, feeling valued within a relationship are discussed in a safe supportive environment.

Latina Leadership and Personal Development Support Group: A weekly support group for and about Latina women. The goals of the group are to empower and support participants to successfully adjust to college life and effectively use their college experience to achieve their educational and career goals.

United Sisters Leadership Group: A weekly support mentoring and empowerment group for African American females. Discussions related to balancing academic and family responsibilities, development of leadership skills, navigating the academic and professional networking opportunities.

School of Engineering and Technology (SE&T) – Student Services Center

The student services center provides academic advising to declared and undeclared majors in the School of Engineering and Technology. We effectively communicate available co-ops, internships, and job opportunities and establish close personal and institutional relationship with local manufacturing companies, and secure internship and co-op positions for all SE&T students. The center provides tutoring in various academic areas. Faculty serve as role models and mentors for students who are enrolled in school's programs and provide students with access to specialized equipment beyond the regular classroom and laboratory. Minority students are attracted to the school of engineering and technology through several scholarship awards which are made available to them.

SE&T Activities contributing to recruitment of students from underrepresented groups

The SE&T has been continuously supporting two annual robotics competitions, which are probably the best recruitment efforts made in order to inspire students and encourage them to consider the STEM program at the college level.

The SE&T sponsored and funded again the Fifth Annual School of Engineering and Technology "Girls and STEM Expo". This event was organized on campus in April 2013 in collaboration with Connecticut Women's Education and Legal Fund and CCSU's Ruthea Boyea Women's Center.

Travelers EDGE – Empowering Dreams for Graduation and Employment

In 2007 a unique scholarship program, Travelers EDGE, was created with input from academic partners serving the urban populations in which Travelers has a large base of operations. The objective of EDGE is to create access and opportunity for first-generation and underrepresented groups to prepare for careers in the Insurance and Financial Services Industry. The EDGE pipeline extends back to middle and high schools, and on to select two- and four-year colleges and universities. Academic partners work together to identify high potential first-generation students or students from diverse or underrepresented groups. Individuals may also be from ethnically and racially diverse communities. EDGE Partners guide and support the pipeline, offering unique programming. Internships and mentoring help broaden the robust experiential learning component for high school and college participants that is the hallmark of the Travelers EDGE Program. In 2010, CCSU became a

formal EDGE Partner Institution, joining Capital Community College and the University of Connecticut as Connecticut Partners. During period from March 2012 to February 2014, 34 CCSU EDGE Scholars—including the third Freshmen Cohort—majoring in business or closely related subjects, were advised, coached, and financially supported on their journey to obtaining a bachelor’s degree. Reaching back to the middle schools of New Britain, EDGE funds were also applied to a seven-week program helping 30 CCSU ConnCAP 8th grade students. The theme of this reach-back program is “21 Powers” helping these first-in-family students to consider and develop the drive to place college in their future. CCSU built on the experience to attract its third Freshmen Cohort of five EDGE Scholars. For the third year, among this group are two from our CCSU ConnCAP Program. Lesson learned from the close attention given to this program by two CCSU management professors are shared at with Travelers and across the EDGE Partner System, internally at CCSU on the Student Success Team, and at academic conferences. Academic institutions including those that focus on meeting diversity missions such as Morgan State University and the University of Minnesota, are also part of the larger EDGE program. CCSU continues to define itself as an excellent partner who produces results. The retention rate is in the high nineties percentage rate. To-date, every Travelers EDGE Scholar who has interned during his or her tenure in the program and graduated has converted to full-time employment with Travelers or within the Insurance and Financial Services Industry. Thus, Travelers EDGE fulfills the dream of college graduation and success, important to both institutions in this partnership.

University Ombudsperson

The Office of the University Ombudsperson provides an extensive service that facilitates fair and equitable resolutions to concerns that arise within the university. The Office remains a strategic part of CCSU’s commitment to pursuing educational excellence with productivity, due process, and fairness. The practices of the Office of the University Ombudsperson reflect the values and principles expressed in the University’s mission and vision statements.

The Office of the University Ombudsperson advocates for fairness, equity, justice and humane treatment at CCSU. From these principles, The University Ombudsperson offers an impartial, objective, informal alternative for resolution of concerns for students, faculty, staff and management. Acting as an impartial third-party, the University Ombudsperson informally investigates complaints, resolves differences through mediation, expedites processes or advocates for specific actions and, based on experience in dealing with individual cases, presents options for procedural changes within the University. To the extent permitted by law, consultations with the University Ombudsperson will be kept confidential. The University Ombudsperson reports directly to the University’s President. In the 2013-14 academic years, the University Ombudsperson handled 322 cases.

Work Life Balance

The CCSU Work-Life Balance Committee, a sub-committee of the Committee on the Concerns of Women (CCW), is focused on providing leadership in facilitating the integration of work and study with family/personal life at Central Connecticut State University. Our mission supports the broader goals of creating a healthy and productive environment for men and women across the life span and contributing to the well-being of future generations.

Over the past decade, academic institutions have increasingly begun to focus attention on the importance of work/family issues for students, faculty, and staff, generating rapid growth in the number and variety of campus programs designed to address work/family needs. Our focus is to encourage the university to develop strategies for all members of the campus community to better balance their Work-Life arenas. We believe it is necessary and important to work with individuals from various organizations and groups on campus in order to achieve this important endeavor. We believe that it is our responsibility to assist faculty, staff, and students in creating the best work-life balance possible. To this end, we have created various resources to aid in this goal.

In response to CCW's recommendations, President Miller requested that a representative in Human Resources devote 10% of his/her workload to managing Work-Life balance resources. This representative serves on CCW's Work-Life Balance Subcommittee, providing support and guidance for campus work-life balance initiatives.

With financial support provided by CCW and the AAUP, CCSU is now an institutional member of the College and University Work Family Association (CUWFA) which maintains an active website and listserv and holds an annual national conference each year. The association provides advice and support for Work-Life initiatives at institutions of higher learning.

CCW has established a "clearinghouse" website (www.ccsu.edu/wlb) that serves as centralized places for information, services, and programs on or related to work-life balance issues. The website includes a babysitting forum that can link CCSU parents with CCSU-affiliated caregivers for temporary child care. It provides interested babysitters and parents with an accessible, simple, reliable, supported network to coordinate care. The site includes job postings and supplemental materials to advice and support parents and caregivers. This site is managed by the Work-Life Balance representative in Human Resources.

The Work-Life Balance Sub-Committee of CCW prompted the Faculty Senate to set up a campus wide Child Care Task Force (CCTF) to specifically address campus child care needs and to tap the talents and resources of those across campus not affiliated with CCW. The Task Force was asked to identify needs, options, and obstacles, as well as locate funding sources outside of the campus budget to support child care-related ideas and initiatives.

The CCTF is currently working on finding ways to introduce child care into the campus culture and into long-term planning, including the campus facilities master plan to accommodate drop-in care sites on and in close proximity to campus. This has included expanding the Early Learning Program, which resides in a CCSU-owned building, to include services beyond pre-school to toddler and infant care as well as after-hour care. The CCTF is encouraging conversations and making other efforts to secure space to provide "drop-in" care services on and/or near campus such as in the library or the student center.

Civil War Dream Conference

On March 28, 2014, 436 middle and high school students came to CCSU to meet with Pulitzer Prize winning journalist and historian Tony Hurwitz.

Weeks earlier the kids had received one of Tony's books and had the opportunity to discuss them in class with their teachers, then write up questions to ask Tony. Thus the whole conversation was driven by the kid's ideas. It was really amazing how smart they were and how they probed many issues related to the Civil War, race, and social movements. Each student came to the microphone and asked his/her question.

We also held an historic debate between black abolitionist Frederick Douglass, President Abraham Lincoln, and Vice President of the Confederacy to teach the history of the period in a different way. Students had a transcript of the speeches ahead of time and were able to work with their teachers to prepare for hearing the debate.

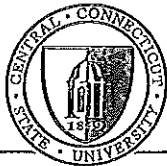
The schools that attended were: CREC Two Rivers Magnet School, Stafford High School, Rockville High School, Metropolitan Business Academy – Teacher Leslie Blatteau, West Haven High School, Madison Middle School, Shelton Intermediate School, King Philip Middle School, West Shore Middle School, Tolland Middle School, East Lyme Middle School.

One teacher participant stated, "The majority of my students have never been on a college campus, let alone meet a Pulitzer Prize author. They relished the day from the discussion, to the book signing, to the campus tour and the debate. Overall, a great "life" experience for "working class" kids. Hopefully, a few will attend CCSU in the next two to three years. I cannot say enough about the day from an educator's point of view. I would hope that we can do this every year, and I promise to bring a large group with us in the future. We even intend to use

these books for our "honors" summer reading. I would like to thank all of the people who were associated with this program and providing for this great day."

9th Grade Academy

During the reporting period, 600 high school freshmen from New Britain High School participated in on-campus events throughout the academic year including library tours and a Programs of Study (accounting, social work, education, etc.) fair in May 2013.



Central Connecticut State University

TO: CCSU Classified Employees

FROM: Mary Cavanaugh, University Human Resources Administrator *M. Cavanaugh*
Human Resources Department

DATE: December 16, 2013

RE: Classified Employee and/or Dependent Child Scholarship Awards for Spring 2014

The University Scholarship Distribution Committee announces the Classified Employee Scholarship Awards, available to classified employees as well as dependent children of classified employees, for the 2013-2014 academic year. The amount of funding remaining for this academic year is \$7,500.

Full-time classified employees with four (4) or more years of continuous employment with Central Connecticut State University are eligible to apply for this scholarship. First time applicants must provide a copy of their acceptance letter to Central Connecticut State University.

The following conditions apply to this scholarship program:

- Awards are for courses taken at CCSU only.
- Eligibility for the employee awards is limited to part-time matriculated (undergraduate or graduate) students.
- Eligibility for the dependent awards is limited to full-time and part-time matriculated (undergraduate or graduate) students.
- The award does not cover registration fees.
- Maximum age for a dependent child eligible for this award is twenty-four (24) years of age.

Applications are available in the Human Resources Department. **A current or most recent school transcript is required with every Classified Employee Scholarship application. There are no exceptions. Failure to submit the appropriate school transcript will result in ineligibility for the scholarship award.** Completed application packages are to be submitted to Mary Cavanaugh of the Human Resources Department and must be received by the application deadline. **The deadline for submitting applications is Friday, January 10, 2014 (close of business).** Please contact Human Resources at X21756 if you have any questions regarding this and/or need further information.

c: President Miller
Members of the Executive Committee
Classified Employee Scholarship File

DAgostino, Nicholas (Diversity and Equity)

From: Academic Affairs Updates
Sent: Thursday, June 20, 2013 10:58 AM
To: Academic Departments; Administrative Departments
Subject: Thanks from 9th Grade Academy!

Hello!

I would like to thank all of the academic departments, their faculty and the numerous members of the university staff who participated in this year's 9th Grade Academy with New Britain High School. Your interest, heartfelt concern, expertise and sometimes patience for the 600 high school freshmen who participated on our campus this year was greatly appreciated. From the first library tours in September to the final major fair in May, you made a positive impact in increasing the awareness and importance of higher education in their impressionable minds. Thanks again for your participation and cooperation in this essential initiative and I hope that you will join us again during the next school year!

Sincerely,

Joe Paige

Joseph P. Paige, Ed.D.
Associate Vice President for Academic Affairs
Central Connecticut State University
Davidson Hall
1615 Stanley Street, P.O. Box 4010
New Britain, CT 06050
(860) 832-2129

Girls & STEM

April 12, 2013



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CONCLUDING STATEMENT

As President of Central Connecticut State University and appointing authority, I have read the submission of the 2013-2014 Affirmative Action Plan, and attest that the contents are true and correct to the best of my knowledge and belief. I further pledge that the University and I will make every good faith effort to achieve the objectives, goals, and timetables set forth in the Plan.

6/25/14
Date

John W. Miller
John W. Miller, President

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