

# **AFFIRMATIVE ACTION PROGRAM**

**FOR**

**Charter Oak State College**

**Edward Klonoski**

President, Charter Oak State College

**Dr. John Paul Chaisson-Cardenas**

VP of Diversity, Equity and Inclusion

Equal Employment Opportunity Officer

**For the Reporting Period:**

**December 1, 2020 – November 30, 2022**

**Submitted: March 30, 2023**

March 30, 2023

Tanya Hughes  
Executive Director  
Commission on Human Rights  
450 Columbus Blvd, Suite 2  
Hartford, CT 06103

Dear Executive Director Hughes:

The Charter Oak State College has prepared their Affirmative Action Plan in accordance with section 46a-68 of the Connecticut General Statutes and Sections 46a-68-75 through 46a-68-114 of the Affirmative Regulations.

Affirmative Action and Equal Employment Opportunity are foundations to our higher education institutions. We firmly believe education is the gateway to undoing past practices of discrimination and building a workforce that reflects our diversity. The AA Plan is a reflection of our efforts and commitment to equal opportunity, equity, and justice.

The plan sets forth necessary goals and objectives for the the College to achieve parity with relevant labor markets and will serve as a guide in our efforts to eliminate barriers in employment processes. It further asserts our commitment to prohibiting discrimination as defined by Connecticut and Federal laws and regulations.

I am committed to the future achievements of this Affirmative Action Plan and the achievement of our programs and goals set forth herein.

Sincerely,

President Ed Klonoski  
Charter Oak State College



# State of Connecticut Commission on Human Rights and Opportunities

Central Office – 450 Columbus Blvd Ste 2, Hartford CT 06103

*Promoting Equality and Justice for all People*

## PROPOSED AFFIRMATIVE ACTION PLAN

### Charter Oak Community College AGENCY

## REVIEW AND ANALYSIS: A COMPARATIVE EVALUATION

### INTRODUCTION

#### SECTION 46a-68-102. STANDARD OF REVIEW

- (a) To receive approved status, a plan must contain all elements required by Sections 46a-68-78 through 46a-68-94, 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; or
  - (2) the agency has met all or substantially all of its hiring, promotion and program goals during the reporting period; 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 on Human Rights and Opportunities.

#### SECTION 46a-68-103. PLAN REVIEW AND ANALYSIS

As part of the review process, a written evaluation of the plan shall be prepared by Commission on Human Rights and Opportunities staff. Such evaluation shall:

1. assess the degree of procedural compliance with Regulations of CT State Agencies
2. identify and comment upon the deficiencies and weaknesses of the plan;
3. appraise the performance and effort of the agency in meeting its goals;
4. evaluate the effectiveness of the affirmative action program; and
5. suggest remedial action in addition to or in lieu of that proposed in the plan to achieve a balanced workforce and eliminate discriminatory practices.

Charter Oak Community College

SECTION 46a-68-78. Policy Statement

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-79. Internal Communication

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-80. External Communication and Recruitment Strategies

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak \_\_\_\_\_ In Compliance

PROPOSALS/RECOMMENDATIONS:

Small/minority business enterprise quarterly report for fiscal year 2018 – 2019 quarter 2 is incorrectly filled out. No SBE/MBE goal set with no explanation for why the goal was not set.

Small/minority business enterprise quarterly report for fiscal year 2018 – 2019 quarter 3 is incorrectly filled out. No SBE/MBE goal set with no explanation for why the goal was not set.

Small/minority business enterprise quarterly report for fiscal year 2018 – 2019 quarter 4 is incorrectly filled out. No SBE/MBE goal set with no explanation for why the goal was not set.

Charter Oak Community College

Small/minority business enterprise quarterly report for fiscal year 2019 – 2020 quarter 1 is incorrectly filled out. No SBE/MBE goal set with no explanation for why the goal was not set.

Small/minority business enterprise quarterly report for fiscal year 2020 – 2021 quarter 1 is incorrectly filled out. No SBE/MBE goal set with no explanation for why the goal was not set.

SECTION 46a-68-81. Assignment of Responsibility and Monitoring

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-82. Organizational Analysis

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-83. Work Force Analysis

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-84. Availability Analysis

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

Charter Oak Community College

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-85. Utilization Analysis and Hiring and Promotion Goals

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-86. Employment Analyses

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-87. Identification of Problem Areas

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-88. Program Goals

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-89. Discrimination Complaint Process

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-90. Goals Analysis

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient   X   Weak \_\_\_\_\_ In Compliance

PROPOSALS/RECOMMENDATIONS:

In reviewing the job posting for controller and the candidates who received an interview versus those who did not there are some use of subjective versus objective language.

Example: one white male who interviewed for the role was noted as being “rehearsed” in his response. How was this assumption made?

Example: one white male who was interviewed had “weak” technical knowledge. How was this determined?

Additionally the job specification stated no years of experience needed in any given area including US: GAAP, CASN and accrual base financial statements, or supervisory responsibility yet a qualified candidate who had six months of experience was not given an interview.

While the white male selected as the most qualified applicant was a goal candidate, it is unclear if he possessed experience as a controller, had supervisory experience, or had an advanced degree.

Two candidates, one black male and one white male, not given interviews met minimum qualifications of having a Bachelor’s degree and required knowledge / experience in areas needed by a controller. Additionally, they possessed preferred qualifications of an advanced degree and controller experience with supervisory responsibilities. Other less qualified applicants were given interviews.

Seek technical assistance from the Commission on Human Rights and Opportunities.

Charter Oak Community College

SECTION 46a-68-91. Upward Mobility

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-93. Innovative Programs

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

SECTION 46a-68-94. Concluding Statement

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak   X   In Compliance

CONCLUSION:

The proposed affirmative action plan submitted by Charter Oak Community College for the filing date of March 30, 2021 has been voted APPROVED.

Technical Assistance is required on the following section:

Section 46a-68-90 Goals Analysis





**State of Connecticut**  
**Commission on Human Rights and Opportunities**

Central Office – 450 Columbus Blvd Ste 2, Hartford CT 06103

*Promoting Equality and Justice for all People*

---

**SENT VIA EMAIL**

June 24, 2021

Edward D. Klonoski, President  
Charter Oak State College  
55 Paul Manafort Dr  
New Britain, CT 06053

**RE: 2021 Affirmative Action Plan - APPROVED**

Dear President Klonoski:

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 Charter Oak State College on March 30, 2021. The Commission at its regular meeting on June 9, 2021 voted that the plan be **APPROVED**.

The review and analysis of the proposed affirmative action plan was performed in accordance with Section 46a-68-103 and is transmitted herewith. **THE SCHEDULED DATE FOR YOUR NEXT FILING is March 30, 2023.**

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

For technical assistance or if you have any questions you may contact Gary Madison, HRO Trainee at 860-541-3411.

Sincerely,

Tanya A. Hughes  
Executive Director

Attachment

C: Neva Elaine Vigezzi, Supervisor, Affirmative Action Unit  
Gary Madison, CHRO Trainee

# Section 46a-68-78 Policy Statement

Charter Oak State College, is committed to equal opportunity and to the effective implementation of affirmative action. The Connecticut State Colleges and Universities (CSCU) oversees the state universities, community colleges, and Charter Oak State College. We share in their efforts to promote representative racial and ethnic diversity among our students, faculty, administrators and staff as well as compliance with Title IX requirements and the Americans with Disabilities Act (ADA).

The College recognizes that equal opportunity means employment without consideration of race; color; sex (including pregnancy, sexual harassment and sexual assault); workplace hazards to reproductive systems, religious creed; marital status; national origin; victims of domestic violence; ancestry; intellectual disability; past or present history of mental disability; intellectual disability; physical disability (including blindness); age; veteran status; gender identity and expression, sexual orientation, previously opposed discrimination or coercion, prior conviction of a crime; or other factors that cannot lawfully be the basis for employment action, unless there is a bona fide occupational qualification. The College does not request or require family medical history nor does it discriminate against any person based on genetic information, veteran status, or a person with a prior conviction of a crime. It further recognizes that the goal of affirmative action is equal opportunity. The College's Affirmative Action Program creates positive action, undertaken with conviction and effort, to overcome the present effects of past practices, policies or barriers to equal employment and to achieve the full and fair participation of women, Blacks and Hispanics and any other underrepresented group found to be underutilized in the workforce or affected by policies or practices having an adverse impact.

As the President and appointing authority of Charter Oak State College and responsible for carrying out College policies, I remain committed to affirmative action, the institution's affirmative action plan, and to equal employment opportunity as an immediate and necessary agency objective of our organization. I expect my staff to successfully implement the program's objectives and evaluation. Annual evaluations of managerial staff also include assessments of responsibilities regarding these provisions. A link has been made available of these laws which mandate and regulate our plan and program.

This Policy Statement is based on the spirit and letter of state and federal anti-discrimination laws, regulations and executive orders. Enclosed is an attachment of these laws which mandate and regulate our plan and program.

In accordance with the attached legal requirements, every agency staff member will share in the responsibility to implement this policy. In all aspects of the employment process, including recruitment, selection, compensation, assignment, promotion and upgrading, training, transfer, discipline, termination, layoff and recall, and all other terms, conditions, and privileges of employment every agency staff member will share the responsibility of applying internal and external policies of equal opportunity.

The Affirmative Action Officer will monitor all activities undertaken in these areas and shall take reasonable action in relation to problems disclosed, such as to make recommendations for policies and procedures that will eliminate actual or potential problems, establish goals and timetables which recognize the race, sex or national origin of employees and applicants for employment.

All members of Charter Oak State College shall ensure that no person be excluded from participation in, denied benefits of, or otherwise be discriminated against under any program because of his/her race; color; sex (including pregnancy, sexual harassment and sexual assault); workplace hazards to reproductive systems, religious creed; marital status; national origin; victims of domestic violence; ancestry; intellectual

disability; past or present history of mental disability; intellectual disability; physical disability (including blindness); age; veteran status; gender identity and expression, sexual orientation, previously opposed discrimination or coercion, prior conviction of a crime; or other factors that cannot lawfully be the basis for employment action, unless there is a bona fide occupational qualification. Additionally, we will not knowingly use the services of, patronize, nor otherwise deal with any business, contractor or agency that engages in acts of unlawful discrimination. We are committed to recognizing the hiring difficulties experienced by the physically disabled and by older persons. Program goals and timetables will be established to overcome the present effects of past discrimination, if any, to achieve the full and fair utilization of physically disabled and older persons in the workforce.

Sexual harassment, another form of sex discrimination, will not be tolerated in any workplace overseen by the Board of Regents. Sexual harassment is a violation of Section 703 of Title VII of the Civil Rights Act and Section 46a-60(a)(8) of the Connecticut General Statutes. Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of any individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment. Sexual harassment shall constitute grounds for disciplinary action.

Rebecca Cannon-Klemenz, CSCU Equal Employment and Opportunity Specialist, served as the College's Affirmative Action Officer through the Plan year 2022 and had the responsibility for development and implementation of the current Charter Oak State College's Affirmative Action Plan. She is located at 185 Main Street, Street, New Britain, CT 06051, and may be reached at (860) 723-0334 or by email at [rcannonklemenz@commnet.edu](mailto:rcannonklemenz@commnet.edu).

Internal complaints involving the plan and affirmative action policy are to be forwarded to Rebecca Cannon-Klemenz.

**Ed Klonoski**



President, Charter Oak State College

**Date:** 3/7/2023

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES  
AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY  
POLICY STATEMENT**

As the statewide policy making authority for public higher education in Connecticut, the Connecticut State Colleges and Universities (CSCU) is committed to leading, by example, in the areas of equal employment opportunity and affirmative action. Additionally, the Connecticut State Colleges and Universities has been charged by state statutes to promote representative racial and ethnic diversity among the students, faculty administrators and staff at public institutions of higher education. The Connecticut State Colleges and Universities (CSCU) policies also advances compliance with Title IX requirements and the Americans with Disabilities Act (ADA) at all Connecticut State Colleges and Universities. Equal employment opportunity and affirmative action are essential to achieving higher education's goals of academic excellence and equity.

The Connecticut State Colleges and Universities (CSCU) recognizes that affirmative action is positive action undertaken with diligence and conviction to:

- Overcome any remaining effects of past practices, policies or barriers to equal employment opportunity, and;
- Achieve the full and fair participation of all protected class members found to be underutilized in the workplace, or adversely impacted by policies or practices.

The Connecticut State Colleges and Universities (CSCU) deems equal employment opportunity to be the education or employment of individuals without consideration of race, color, age, sex, (including sexual harassment, sexual assault, pregnancy and workplace hazards to reproductive systems), religious creed, marital status, national origin, ancestry, past or present history of mental disability, intellectual disability, learning disability, physical disability (including, but not limited to blindness), veteran status, Civil Air Patrol, gender identity or expression, sexual orientation, retaliation, or other factors which cannot lawfully be the basis for employment actions, unless there is a bona fide occupational qualification. CSCU will not request or require genetic information from job applicants or employees, or otherwise discriminate against any person in employment conditions on the basis of genetic information. Additionally, the Connecticut State Colleges and Universities (CSCU) will not discriminate against persons with a prior criminal conviction. Equal employment opportunity is the purpose and goal of affirmative action.

It is the policy of the Connecticut State Colleges and Universities to administer all personnel policies in manners that ensure that there is no discrimination. The Connecticut State Colleges and Universities recognizes the hiring difficulties experiences by persons with disabilities and by many older persons.

If necessary, program goals shall be established with the Affirmative Action Plan for action eliminating hiring barriers and actively recruiting members from these groups, to overcome any remaining effects of past discrimination against these groups and to achieve full and fair participation of such persons in the workforce.

The Connecticut State Colleges and Universities shall explore alternative approaches wherever personnel practices have a negative impact on protected classes and establish procedures for the extra effort deemed necessary to assure that the recruitment and hiring of protected group members reflect their availability in the job market. To this end, the Connecticut State Colleges and Universities shall continuously review its personnel policies and procedures to ensure that barriers that unnecessarily exclude protected classes and practices that have a discriminatory impact are identified and eliminated. Recognizing that there are residual effects of past discrimination, the CSCU pledges not only to provide services in a fair and impartial manner, but also establish, through this policy, affirmative action and

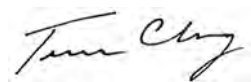
equal employment opportunity as immediate and necessary objectives throughout all of the Connecticut State Colleges and Universities.

The Connecticut State Colleges and Universities is committed to maintaining a work environment free from influence or prejudicial behavior and sexual harassment and a workplace in which all terms, conditions, privileges and benefits are administered in an equitable manner. The Connecticut State Colleges and Universities has an internal discrimination complaint procedure and system to process and resolve grievances.

Terrence Cheng, the President of the Connecticut State Colleges and Universities is committed to successfully implementing the Affirmative Action Plan and goals within timetables set forth. The President assures that all employees, especially managers and supervisors understand the policies and their responsibilities for implementing such and take positive steps to ensure compliance with the Affirmative Action Plan, AA/EEO policies, procedures, programs and also Americans with Disabilities Act (ADA) and Title IX requirements and mandates.

Nicholas D'Agostino, Director of Equal Employment Opportunity is the appointed Equal Employment Opportunity Officer for the Connecticut State Colleges and Universities System Office and reports directly to the President of the Connecticut State Colleges and Universities (CSCU) regarding all affirmative action, equal employment opportunity, diversity, inclusion, ADA and Title IX employment matters.

The Affirmative Action Plan is available to all members of the workforce and the CSCU System through the Human Resources Office, which is located at 61 Woodland Street, 3<sup>rd</sup> Floor, Hartford, CT 06105 or via the following website <https://www.ct.edu/hr/diversity>. Mr. D'Agostino can be reached by telephone at (860)-723-0727 or by email at [NDagostino@commnet.edu](mailto:NDagostino@commnet.edu).



6/30/2022

---

Terrence Cheng  
President  
Connecticut State Colleges & Universities (CSCU)

---

Date



**CONNECTICUT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE  
AMERICANS WITH DISABILITIES ACT (ADA)  
POLICY STATEMENT**

The Connecticut State Colleges and Universities System Office (System Office) 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 System Office compliance with the non-discrimination requirements of Section 35.1067 of the Department of Justice regulations:

*Nicholas D'Agostino*  
*Director of Equal Employment Opportunity*  
[Ndagostion@commnet.edu](mailto:Ndagostion@commnet.edu)  
860-723-0727

Should you wish to notify us of barriers that may exist in equal access to any program, service, or activity offered by our office or to obtain information regarding the provisions of the Americans with Disabilities Act and your rights, you are encouraged to contact the ADA Coordinator 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.

A handwritten signature in black ink, appearing to read "Tina Choy", written over a light blue circular stamp.

CSCU President

November 10, 2021

Date

## **PROCEDURE FOR REQUESTING REASONABLE ACCOMMODATION UNDER THE AMERICANS WITH DISABILITIES ACT (ADA)**

The Americans with Disabilities Act of 1990, as amended, 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 employee with a disability to enjoy equal employment opportunities. The CSCU System Office 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 System Office 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 System Office 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 System Office, the employee or job applicant must provide current documentation from a health care provider regarding the nature of the disability, its impact on a major life function, and need for accommodation.

The employee/job applicant seeking a reasonable accommodation must complete these forms and provide them to the HR generalist assigned to their campus or directly to the System Office’s ADA Coordinator: *Nicholas D’Agostino, Director of Equal Employment Opportunity*, via email at [Ndagostino@commnet.edu](mailto:Ndagostino@commnet.edu) or phone at 860-723-0727.



The request for accommodation should include current documentation from a health care provider (if required by the System Office) 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 an impairment, or is regarded as having such an 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 System Office 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 System Office 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 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/supervisory 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.
- The System Office 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.
- Ongoing monitoring to ensure the effectiveness of any approved ADA accommodation.

Any questions regarding this process should be directed to the System Office'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 System Office's internal complaint procedure as contained on the CSCU Human Resources forms page under Labor Relations or at [https://www.ct.edu/files/pdfs/LR\\_Complaint\\_Form\\_Fillable\\_2020.pdf](https://www.ct.edu/files/pdfs/LR_Complaint_Form_Fillable_2020.pdf).

**CONFIDENTIAL**

**REASONABLE ACCOMMODATION REQUEST FORM**

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

*Nicholas D'Agostino*  
*CSCU Director of Equal Employment Opportunity*  
NDagostino@commnet.edu  
860-723-0727

This form must be used by CSCU and CT State 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 System Office 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 System Office 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. Accommodations Requested (Be as specific as possible, for example adaptive equipment, reader, interpreter, training, schedule change, etc.):
2. Reason for the request (at this time, not disclose your diagnosis; explain your disability-related limitations and how this accommodation will help you do your job.):
3. Is this limitation permanent, temporary, unknown duration (please specify anticipated date, if applicable):

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 \_\_\_\_\_ the Connecticut State Colleges and Universities System Office 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 VP of HR

\_\_\_\_\_  
Date

## **HEALTH CARE PROVIDER RELEASE FORM**

I, \_\_\_\_\_ (employee/applicant), give \_\_\_\_\_ Connecticut State Colleges and Universities System Office permission to contact (health care provider). I understand the reason for this contact is to advise the System Office about my functional abilities and limitations in relation to my job functions. I understand that the System Office 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

## Section 46a-68-79 Internal Communication

## **Section 46a-68-79: INTERNAL COMMUNICATION**

This Affirmative Action Plan is considered a public document and is available for review and comment online or during regular business hours at the Charter Oak State College Office at 185 Main Street, New Britain, CT 06051. The Affirmative Action Plan can be available for review at any time throughout the year to accommodate all of the different work schedules and staff teaching or working nights and weekends.

The Affirmative Action Policy statement and a summary of the goals and objective of the AA Plan are sent electronically to all employees via email and are posted on bulletin boards throughout campuses in the College in prominent and accessible locations.

The Charter Oak State College notifies its employees of their opportunity to review the Affirmative Action Plan, Policy Statement and Summary of Hiring and Promotional Goals and to provide comments after it is has been reviewed by the Commission on Human Rights and Opportunities (CHRO). Written comments should be sent directly to Rebecca Cannon-Klemenzen, Equal Employment Specialist. Her office is located at 185 Main Street, 3rd Floor, New Britain, CT 06051 and may be reached at 860.723.0334 or [rcannonklemenzen@commnet.edu](mailto:rcannonklemenzen@commnet.edu) to coordinate a time to review and comment on the 2022 AA Plan. She maintains copies of all communications and comments received, including their receipt date. There were no comments submitted during the 2020-2022 AA Plan period.

The Charter Oak State College maintains, as required by the State Library records retention schedules for state agencies, copies of all affirmative action-related internal communications and comments received pursuant to subsection (b) of this section and notes the date such comments were received.

### *Additional Internal Communication for Charter Oak State College*

The Equal Employment Opportunity Staff and/or VP of Diversity Equity and Inclusion and Inclusion meets regularly with the President and/or his leadership team on EEO/AA/Diversity matters throughout the year. The Equal Employment Opportunity Staff and/or VP of Diversity Equity and Inclusion and inclusion meet regularly with manager on matters, including but not limited to, the search and selection process, discrimination investigations, and ADA compliance.

The Equal Employment Opportunity Staff and/or VP of Diversity Equity and Inclusion and Inclusion meets with every search committee and participates in their search charge training. Topics covered during a search charge training include affirmative action, numerical goals, equal employment opportunity and bias. Additionally, the Equal Employment Opportunity Staff and/or VP of Diversity Equity and Inclusion and Inclusion frequently meets with hiring managers related to EEO/AA search compliance.

The Equal Employment Opportunity Staff and/or VP of Diversity Equity and Inclusion and Inclusion continually meets with HR, marketing, and leadership to ensure all materials, postings, and the websites are in compliance with relevant laws and regulations and are free from bias.

### *Diversity Training*

During this period, 14 employees received Diversity training. These elements were in compliance with section 46a-68-79 in the plan. Training from December 1, 2020 through November 30, 2022 will be reported in the next AA Plan submission.

## **Section 46a-68-79: INTERNAL COMMUNICATION**

### *Sexual Harassment Prevention Training*

Charter Oak State College reported their Sexual Harassment training compliance within in their most recent 2022 independent AA Plan submissions. During this period, 14 employees completed the sexual harassment/Title IX training.

### *Domestic Violence Training*

In order to comply with the new CT Law, Charter Oak State College has established a program goal for this plan period to identify a training program and tracking mechanism to move us into compliance with this new law.

**From:** [Cannon, Rebecca J](#)  
**To:** [D'Agostino, Nicholas](#)  
**Subject:** FW: COSC AA Plan - Annual Notice Requirements  
**Date:** Monday, February 7, 2022 11:08:00 AM  
**Attachments:** [Section 79 - 2021 Annual Notice.docx](#)  
[Section 78 - Charter Oak Policy Statement 2021.pdf](#)

---

*Rebecca Cannon-KlemenZ*

---

**From:** Jonathan Draper <jdraper@charteroak.edu>  
**Sent:** Monday, February 7, 2022 9:53 AM  
**Cc:** D'Agostino, Nicholas <NDAgostino@commnet.edu>; Cannon, Rebecca J <RCannon@commnet.edu>  
**Subject:** Fw: COSC AA Plan - Annual Notice Requirements

Dear Charter Oak Faculty,

Please see the note attached and below from the Shared Services EEO office for all employees. Questions can be directed to Nick or Rebecca who are CC'd on this message. Rebecca is also at the Alumni Rd office on Mondays should anyone wish to meet in person.

Thanks,  
Jon

Jon Draper

Asst. to the Provost

Commencement Coordinator

Charter Oak State College

55 Paul J. Manafort Drive

New Britain, CT 06053-2150

[jdraper@charteroak.edu](mailto:jdraper@charteroak.edu)

(860) 515-3753

---

**From:** D'Agostino, Nicholas <[NDAgostino@commnet.edu](mailto:NDAgostino@commnet.edu)>  
**Sent:** Thursday, January 13, 2022 10:02 AM  
**To:** Ed Klonoski <[eklonoski@charteroak.edu](mailto:eklonoski@charteroak.edu)>  
**Cc:** Cannon, Rebecca J <[RCannon@commnet.edu](mailto:RCannon@commnet.edu)>; Leslyene Dos Santos <[ldossantos1@charteroak.edu](mailto:ldossantos1@charteroak.edu)>; Michael J. Moriarty <[mjmoriarty@charteroak.edu](mailto:mjmoriarty@charteroak.edu)>  
**Subject:** RE: COSC AA Plan - Annual Notice Requirements

**CAUTION:** This email originated from outside the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Happy New Year. I'm not sure we ever got this out in the fall and I apologize for not following up on



it. That being said, I'm hoping to get this out once the semester begins.  
Nick

---

**From:** D'Agostino, Nicholas

**Sent:** Tuesday, August 31, 2021 1:54 PM

**To:** Klonoski, Ed (External Contact) <[eklonoski@charteroak.edu](mailto:eklonoski@charteroak.edu)>

**Cc:** Cannon, Rebecca J <[RCannon@commnet.edu](mailto:RCannon@commnet.edu)>; Leslyene Dos Santos  
<[ldossantos1@charteroak.edu](mailto:ldossantos1@charteroak.edu)>

**Subject:** Re: COSC AA Plan - Annual Notice Requirements

Dear President Klonoski:

I'm writing to inform you that I have update Policy statement to reflect Rebecca Cannon-Klemenz as the EEO Officer for COSC. Once reviewed/approved by you, I will update the CSCU EEO COE website with the updated document. I have also attached the COSC annual notice to employees which also reflects that Rebecca Cannon is the EEO Officer for COSC. Once reviewed, we can coordinate a time to send it out; however, I just want to make sure the link for the policy statement is linking to the updated form.

I've included Leslyene as we will want to put up paper copies of our policy statement and discrimination procedure on our HR bulletin board.

If you have any questions, please do not hesitate to contact me via TEAMS, WEBEX or phone at 860-723-0727.

Nick

Nicholas D'Agostino

Director of EEO

# MEMORANDUM

**TO:** All Staff

**FROM:** Edward Klonoski, COSC President

**DATE:** September 1, 2021

**SUBJECT:** **CHARTER OAK STATE COLLEGE AFFIRMATIVE ACTION PLAN**

---

Affirmative action is defined as those special and positive efforts undertaken with conviction and effort necessary to overcome the present effects of past practices, policies or barriers to equal employment opportunity. As stated in the Policy Statement, **every agency staff member** shares in the responsibility to implement the policy in all aspects of the employment process.

No person shall be excluded from participation in, denied benefits of, or otherwise be discriminated against under any program because of race, age, color, religious creed, sex (including pregnancy, sexual harassment and sexual assault, gender identity or expression, marital status, ancestry, transgender and sexual orientation or civil union status), national origin, physical or mental disabilities (including learning disabilities, intellectual disabilities, and past or present history of mental disability), family medical history or genetic information, veteran status, workplace hazards to reproductive systems, or prior conviction of a crime. Any complaints related to discrimination in employment shall follow the procedures established for handling grievances as found in the agency's Affirmative Action Plan Section 46a-68-89.

The December 2018 - November 2020 Affirmative Action Plan for Charter Oak State College was completed and submitted to the Commission on Human Rights and Opportunities on March 31, 2021 and approved in June 2021. The Plan will be available in print form upon request in Charter Oak's President's office. The Affirmative Action Plan, the Affirmative Action Policy Statement and discrimination complaint procedures are available at the following links:

1. [COSC Affirmative Action Plan](#)
2. [COSC Affirmative Action Policy Statement](#)
3. [COSC Discrimination Complaint Procedures](#)

Your comments on the Plan are invited and should be submitted in writing, as soon as possible following your review or, at the latest, by **Friday, May 7<sup>th</sup>**. Additional

opportunities for comments on the goals and objectives of the Plan are the monthly general staff meeting. All correspondence, comments and responses will be included in the next Affirmative Action Plan.

## SUMMARY OF 2018 - 2020 AFFIRMATIVE ACTION PLAN

The Affirmative Action Plan was prepared to comply with Connecticut General Statutes, Section 46a-68 which requires each State Agency, Board, Department and Commission to submit to the Commission on Human Rights and Opportunities (CHRO) an Affirmative Action Plan for equal employment opportunity in all aspects of personnel administration.

The current plan submission for 2020, among other items, reports on the following:

- Affirmative Action activities and goals completed from December 1, 2018 through November 30, 2020;
- Hiring procedures;
- The degree of parity of the College's workforce with comparable organizations within the State;
- Demonstrated institutionalization of affirmative action principles;
- Hiring goals for 2020-2021 plan.

## SELECTED DATA

### **WORKFORCE ANALYSIS**

#### **NOVEMBER 30, 2020 – Full-Time**

Category	GRAND	TOTAL	TOTAL	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES	
	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
<b>Admin</b>	3	2	1	2	1	0	0	0	0	0	0	0	0
<b>Prof</b>	64	20	44	17	33	2	3	0	4	1	2	0	2
<b>Total</b>	67	22	45	19	34	2	3	0	4	1	2	0	2
<b>%</b>	100.0%	32.8%	67.2%	28.4%	50.7%	3.0%	4.5%	0.0%	6.0%	1.5%	3.0%	0.0%	3.0%

### **HIRING GOALS FOR 2020 (New Plan)**

Hiring goals are as follows:

Administrative Group:

- 1 White female
- 1 Black female

Professional Staff Group:

- 2 Black females
- 2 Hispanic males
- 1 AAIANHPI male

### **GOAL ATTAINMENT BASED ON 2018-2020 PLAN**

1. Work with the CADEP (Connecticut Association of Diversity and Equity Professionals) to find ways to do outreach to the Black and Hispanic female population. This will be done through the attendance of their annual meetings.
  - Achieved – Attended monthly meetings and spoke with other members regarding their outreach.
  - Achieved – Posted position announcements through CADEP.
2. Review the full list of recruitment sources to find out which have been most effective in reaching the Black and Hispanic female applicants. When a position is posted, the Associate for Business Services will contact these sources to encourage these groups to apply.
  - Achieved – Contacted and removed recruitment sources that did not respond or provide an email address for future outreach.
3. Make available the offerings of workshops on diversity and inclusion that are presented at other State Colleges and Universities.
  - Achieved - Reached out to CCSU's Office of Diversity and Equity for notification of workshop announcements.
  - Achieved – Reached out to CSCU for offerings within the College System.

### **PROGRAM GOALS 2020 (New Plan)**

After a review of the outcomes of the plan and the summary data, the following major goals were developed for the current plan year:

1. Continue to work with each College department head to ensure that open job announcements are posted to the listserv of all Associations their department is a member.
2. Continue to work with CADEP to increase the outreach to under-utilized groups.
3. Continue to work with the other State Colleges and Universities for offerings to our employees of diversity and inclusion workshops.



Charter Oak State College, is committed to equal opportunity and to the effective implementation of affirmative action. The Connecticut State Colleges and Universities (CSCU) oversees the state universities, community colleges, and Charter Oak State College. We share in their efforts to promote representative racial and ethnic diversity among our students, faculty, administrators and staff as well as compliance with Title IX requirements and the Americans with Disabilities Act (ADA).

The College recognizes that equal opportunity means employment without consideration of race; color; sex - including pregnancy, sexual harassment and sexual assault; religious creed; marital status; national origin; ancestry; intellectual disability; past or present history of mental disability; learning disability; physical disability; age; gender identity and expression or sexual orientation. The College does not request or require family medical history nor does it discriminate against any person based on genetic information, veteran status, or a person with a prior conviction of a crime. It further recognizes that the goal of affirmative action is equal opportunity. The College's Affirmative Action Program creates positive action, undertaken with conviction and effort, to overcome the present effects of past practices, policies or barriers to equal employment and to achieve the full and fair participation of women, Blacks and Hispanics and any other underrepresented group found to be underutilized in the workforce or affected by policies or practices having an adverse impact.

As the President of Charter Oak State College and responsible for carrying out College policies, I remain committed to affirmative action, the institution's affirmative action plan, and to equal employment opportunity as an immediate and necessary agency objective of our organization. I expect my staff to successfully implement the program's objectives and evaluation. Annual evaluations of managerial staff also include assessments of responsibilities regarding these provisions. A link has been made available of these laws which mandate and regulate our plan and program.

This Policy Statement is based on the spirit and letter of state and federal anti-discrimination laws, regulations and executive orders. Enclosed is an attachment of these laws which mandate and regulate our plan and program.

In accordance with the attached legal requirements, every agency staff member will share in the responsibility to implement this policy. In all aspects of the employment process, including recruitment, selection, compensation, assignment, promotion and upgrading, training, transfer, discipline, termination, layoff and recall, and all other terms, conditions, and privileges of employment every agency staff member will share the responsibility of applying internal and external policies of equal opportunity.

The Affirmative Action Officer will monitor all activities undertaken in these areas and shall take reasonable action in relation to problems disclosed, such as to make recommendations for policies and procedures that will eliminate actual or potential problems, establish goals and timetables which recognize the race, sex or national origin of employees and applicants for employment.

All members of Charter Oak State College shall ensure that no person be excluded from participation in, denied benefits of, or otherwise be discriminated against under any program because of his/her race, color, religious creed, age, marital or parental status, national origin, ancestry, past or present history of mental, physical, learning and intellectual disabilities, genetic information, sex (including pregnancy, gender identity or expression and sexual orientation), veteran status or prior conviction of a crime. Additionally, we will not knowingly use the services of, patronize, nor otherwise deal with any business, contractor or agency that engages in acts of unlawful discrimination. We are committed to recognizing the hiring difficulties experienced by the physically disabled and by older persons. Program goals and timetables will be established to overcome the present effects of past discrimination, if any, to achieve the full and fair utilization of physically disabled and older persons in the workforce.

Sexual harassment, another form of sex discrimination, will not be tolerated in any workplace overseen by the Board of Regents. Sexual harassment is a violation of Section 703 of Title VII of the Civil Rights Act and Section 46a-60(a)(8) of the Connecticut General Statutes. Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of any individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment. Sexual harassment shall constitute grounds for disciplinary action.

Rowena McGoldrick, Manager, Personnel & Finance served as the College's Affirmative Action Officer through the Plan year 2020 and had the responsibility for development and implementation of past Charter Oak State College's Affirmative Action Plan. Future responsibility will be held by the CSCU Equal Employment Opportunity Center of Excellence. Rebecca Cannon-Klemenzen serves as Charter Oak State College's Equal Employment Opportunity Officer and she is located at 61 Woodland Street, Hartford, CT 06105, and may be reached at (860) 723-0334 or by email at [rcannon@comment.edu](mailto:rcannon@comment.edu).

Internal complaints involving the plan and affirmative action policy are to be forwarded to Leah Glende.



**Ed Klonoski**  
President, Charter Oak State College

**Date:** January 4, 2021 (Updated August 31, 2021)

## CannonKlemenz, Rebecca

---

**From:** D'Agostino, Nicholas  
**Sent:** Tuesday, March 28, 2023 3:18 PM  
**To:** CannonKlemenz, Rebecca  
**Subject:** FW: Updates

---

**From:** Ed Klonoski <[eklonoski@charteroak.edu](mailto:eklonoski@charteroak.edu)>  
**Sent:** Thursday, June 10, 2021 8:36 AM  
**To:** D'Agostino, Nicholas <[NDAgostino@commnet.edu](mailto:NDAgostino@commnet.edu)>  
**Subject:** FW: Updates

Just an FYI. See the second item. I believe in giving credit where credit is due. 😊

Ed

---

**From:** Ed Klonoski <[eklonoski@charteroak.edu](mailto:eklonoski@charteroak.edu)>  
**Sent:** Thursday, June 10, 2021 8:29 AM  
**To:** Charter Oak All Staff <[charteroakallstaff@charteroakedu.onmicrosoft.com](mailto:charteroakallstaff@charteroakedu.onmicrosoft.com)>  
**Subject:** Updates

Dear Friends,

Lots has been going on in the past few days and I thought I would bring you all up to date. Interestingly, the news is all good.

First, our nursing program formally received its CCNE accreditation. This was the last step in a long process, and we are now finished “piloting” the program. I am grateful for all the hard work that brought us to this point (Linda, Shirley, our advisory committee, our faculty, and our staff). Well done.

Second, our Affirmative Action planned was approved, as I mentioned at the last general staff meeting. But when Leslyene and I testified before CHRO yesterday, we learned (thanks to Nick D’Agostino our BOR center of excellence leader) that we must file the report every other year (instead of annually). As Rowena would tell you, this is a huge win. This report was constructed by Rowena and Leah Glende from the HR group, and Nick picked up on the error in our reporting frequency and brought it up to the Commission. Nice work by all. Nick will give a presentation before our Cabinet in the fall after we reassemble. We have already begun picking up the pace of our hiring thanks to the increase in retirements. It is important that we strive to improve the balance of our workforce as we staff up.

And third, the legislative session mostly ended last night (the recreational marijuana issue was left unfinished). The BOR and Charter Oak did very well. First, our general fund allotment was a little more than we expected. But more importantly, we received support for each of the next two years for our employee benefit costs. These costs keep increasing because all of the state agencies are working to pay for the benefits of retirees from whom earlier legislatures did not make the necessary investments into the pension fund. See below for how much we actually received”

Fully meets COSC’s SERS UAL costs at \$889k in FY22 and \$988k in FY23.

According to Mike, this means that our proposed budget for next year is now balanced.

And finally, a legislator decided that she wanted to end our graduation fee. Many years ago, Charter Oak decided to roll out its fees on an a la carte basis, so its adults students only paid for the services they consumed. So the grad fee was paid only by graduates to support their final degree audit and the grad ceremony. She succeeded in getting our fee removed going forward (long story). But another legislator, who felt bad about this micromanagement, put money into the budget to ease the pain of this over the next two years (see below). We have long wanted to re-package the grad fee into our tuition because we get lots of complaints about the fee from our students at the finish line. The Foundation crisis fund often helps students pay the fee. So now the grad fee is gone, and students who have been billed for it going forward will be refunded.

- Includes \$140k in FY22 and FY23 for COSC to cover the elimination of graduation fees.

So that's the end of my report. There is much more in the legislative package and I will forward the summary from Sean Bradbury (warning, it's full of insider language and tough to unravel). But these items are the big ticket takeaways for us.

Enjoy your day.

Ed

Ed Klonoski, President  
Charter Oak State College  
55 Paul Manafort Sr. Drive  
New Britain, CT 06053  
860-515-3888



## Affirmative Action/Equal Employment Program Status Update

**Numeric Goals Established:** During the reporting period December 1, 2020 to November 30, 2021 Charter Oak State College established the following numeric goals:

- EEO 1: Executive/Administrative: 1 White Female and 1 Black Female
- EEO 2: Professional: 2 Black Females, 2 Hispanic Males, and 1 Asian Male

**Summary of Hiring Transactions:** To date, Charter Oak State College had eight (8) opportunities to achieve these numeric goals; however, they were unsuccessful in achieving these goals in these hiring transactions.

- EEO 1: Executive/Administrative: 1 White male
- EEO 2: Professional: 3 White males and 4 White Females

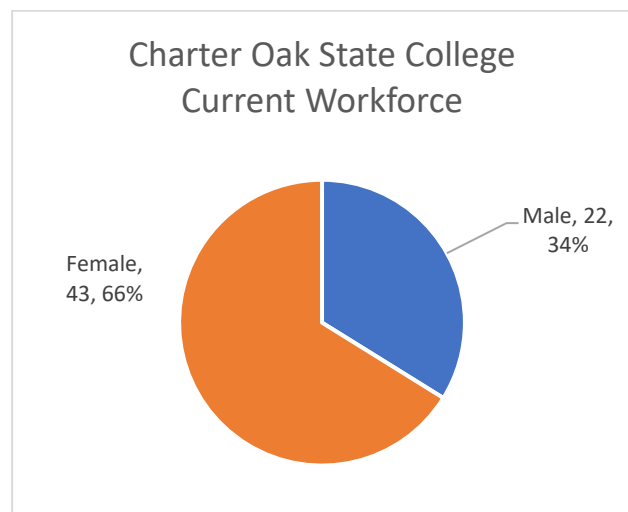
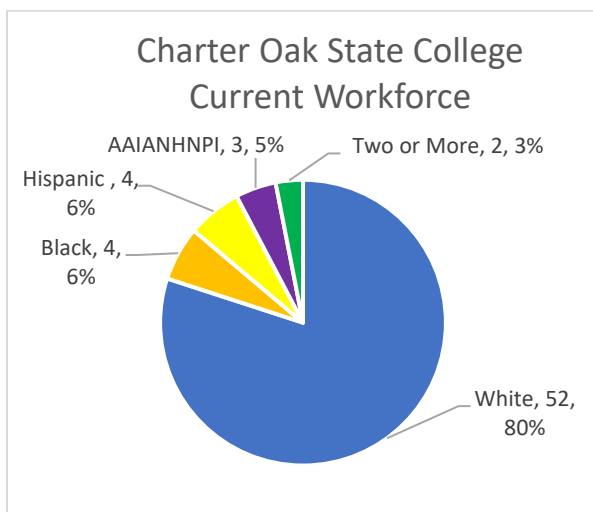
**Summary of Numeric Goal Achievement:** 0 out of 8 hires or 0% achievement

**Summary of Workforce Reductions:** During the reporting period December 1, 2020 to November 30, 2021, Charter Oak State College had the following reduction of 10 employees:

- EEO 1: Executive/Administrative: 1 White female
- EEO 2: Professional: 4 White Males, 5 White Females, 1 Black male,

### Charter Oak State College Workforce:

COSC Current Workforce	Total			White		Black		Hispanic		AAIANHNPI		Two or More	
	Tot	M	F	M	F	M	F	M	F	M	F	M	F
Total Employees	65	22	43	17	32	1	3	0	4	1	2	0	2
Executive/Administrative	3	3	0	3	0	0	0	0	0	0	0	0	0
Professional	62	19	43	17	32	1	3	0	4	1	2	0	2





## **Affirmative Action/Equal Employment Program Status Update**

### **Programmatic Goals:**

We need to continue to find alternative ways to reach and attract any under-represented group found to be under-utilized in the workforce.

1. Continue to work with each College department head to ensure that open job announcements are posted to the listserv of the Associations their department has membership.
2. Continue to work with the CT Association of Diversity and Equity Professionals, Council on Equity and Opportunities and Title IX Coordinator Coalition to increase the outreach to under-utilized groups.
3. Continue to work with the State Colleges and Universities for a selection of offerings to our employees on diversity and inclusion workshops.

# Memo

To: Ed Klonoski, President

From: Leah Glende, CSCU Director of Diversity & Inclusion

Date: March 30, 2021

Re: Affirmative Action Annual Report

---

The development of the new Affirmative Action Plan hiring goals for the period of December 1, 2020 through November 30, 2021 is nearly complete. Furthermore, the review of last year's plan that covered December 1, 2018 through November 30, 2020 is ready for submission to the Commission on Human Rights and Opportunities. The following is a summary of our progress for the last plan year.

We achieved all of our program goals; working with the Connecticut Association of Diversity and Equity Professionals to expand the distribution of our position announcements. We contacted and removed recruitment sources that did not respond back to our inquiry to provide an email address for future outreach. Furthermore, we reached out to the CCSU's Office of Diversity and Equity as well as the Board of Regents (State Colleges) for notification of workshop announcements for our employee attendance.

In this reporting period, Charter Oak State College completed 18 searches - 8 needed for expanding academic programs and 10 because of 5 terminations (4 because of a program discontinuation), 4 retirements and 8 resignations (3 with no refill). Therefore, looking at our program goals for next plan year, we will continue efforts to reach the underrepresented groups since it will affect the number of applicants interviewed and subsequently hired.

We continue to analyze our recruitment efforts, finding in this plan year 65% of the applicants came to us through our posting on Indeed. Furthermore, we saw 10% of the Black female and 13% of the Hispanic female candidates withdraw at the time of offering to interview. Likewise, 2 Hispanic females and 1 Black female declined when offered the position. However, we will continue to reach out to other State institutions to find

alternative ways to reach our goal population. Future recruitment will be through the CSCU Shared Services.

As the Affirmative Action Officer, I attended the CADEP meeting(s) for outreach possibilities as well as attend any diversity and Title IX workshops and/or conferences that were offered through the community colleges and universities.

Below are the changes in the Administrator and Professional Plan years.


Administrator	2017 Plan Year	1 Black female (no hire)
Administrator	2018 Plan Year	1 White female, 2 Black females (no hires)
Administrator	2019 Plan Year	1 Black female (no hire)
Administrator	2021 Plan Year	1 White female, 1 Black female
Professional	2017 Plan Year	1 Black female, 1 Hispanic Male, 1 Hispanic female, 1 AAIANHNPI female
Professional	2018 Plan Year	2 Black females, 1 Hispanic male, 1 Hispanic female, 1 AAIANHNPI male (no goal hires)
Professional	2019 Plan Year	4 White males, 2 Black females, 1 Hispanic male, 1 AAIANHNPI male, 1 AAIANHNPI female
Professional	2021 Plan Year	2 Black females, 2 Hispanic males, 1 AAIANHPI male

Our last year's plan was available to all staff electronically and they were encouraged to submit any comments regarding the plan to me. We received no comments regarding the plan. All director and management employee evaluations were positive regarding compliance with affirmative action policies. There were no grievances related to discriminatory issues filed during this reporting period. We had a student disability discrimination case that was resolved with CHRO in March 2019.

No other issues were identified that needed to be addressed by the new Affirmative Action Plan.

Please contact me with any questions or comments related to this summary,

Leah Glende  
Director of Diversity and Inclusion  
CT State Colleges and Universities



# Connecticut State Colleges and Universities (CSCU)

STATE MANDATED DIVERSITY TRAINING

Equal Employment Opportunity Center of Excellence

Fall 2022

CSCU

# Equal Employment Opportunity Center of Excellence Responsibilities

- Non-discrimination in Education and Employment
- BOR\CSCU Sexual Misconduct Reporting, Support Services and Processes Policy (including sexual harassment)
- Title IX Compliance
- ADA Compliance
- Equal Employment Opportunity and Affirmative Action

CSCU

# Shared Rules

- Reasonable expectations
- Participation is key
- Respect others' voices
  - Hmfoqslj%ijfx1styasin{rizfo
  - Qxyjs%hyn{jq%fsi%|nm%fs%fwyt%zsijsxysinsl%ymjw%  
{nj|x3
  - F{tnl%qfr j%kujhzqfyt%fsi%skfr r fytw%qslzflj
- Step up/Step back
- Ouch/Oops
- There are no stupid questions

## At the end of the training, you should be able to:

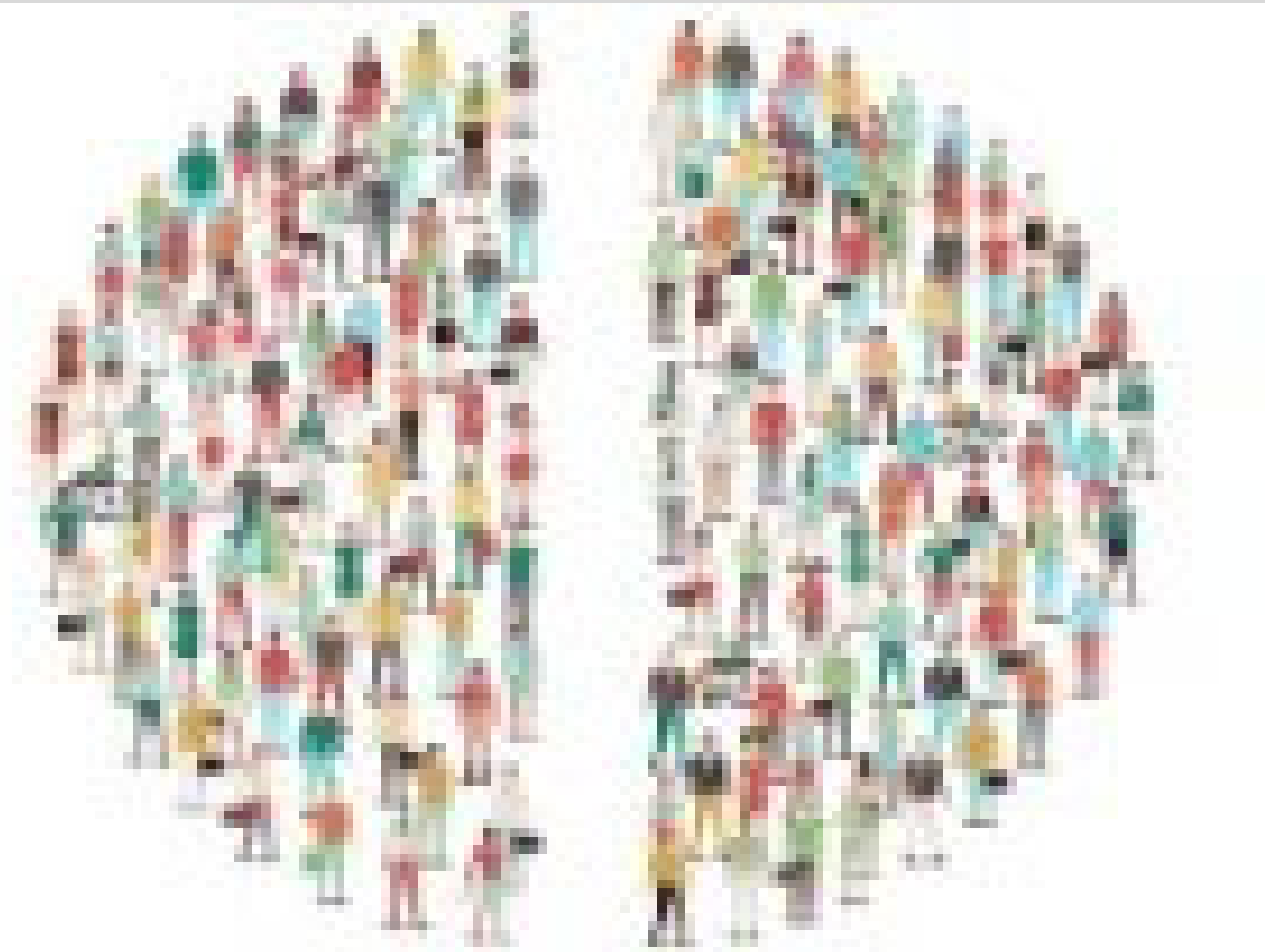
- Define harassment, discrimination, sexual harassment, and bystander intervention
- Be aware of discrimination laws including sexual harassment laws and the protected classes
- Understanding best practice for employer's regarding to discrimination and harassment
- Be aware of the changing world of sexual harassment claims
- Discuss how to file a complaint of discrimination and/or sexual harassment



# Federal Laws Prohibiting Employment Discrimination



- Title VII of the Civil Rights
- Equal Pay Act (EPA)
- Age Discrimination in Employment Act (ADEA)
- Title I and Title V of the Americans with Disabilities Act (ADA)
- Title IX of the Education Amendments



Discrimination in the Workplace, *YouTube*, VuBiz eLearning

# Title IX of the Education Amendments of 1972

December 11, 1979 – The Office for Civil Rights (OCR) issued a policy interpretation that outlines three (3) ways an institution can prove it is in compliance with Title IX:

- Providing participation opportunities that are substantially proportionate to the student enrollment.
- Demonstrating a continual expansion of opportunities for the underrepresented sex (typically female).
- Accommodating the interest and ability of underrepresented sex.

# Hate Crime Laws

Hate crime is defined as a crime of violence, property damage, or threat that is motivated in whole or in part by an offender's bias based on race, religion, ethnicity, national origin, gender, physical or intellectual disability or sexual orientation.

CSCU

# Hate Crime Laws in Connecticut

## Conn. Gen. Statute § 46a-58

### Deprivation of Rights, Desecration of Property, and Cross Burning.

It is a crime to:

1. deprive someone of any legally-guaranteed right because of his religion, national origin, alienage, color, race, sex, sexual orientation, blindness, or physical disability;
2. intentionally desecrate any public property, monument, or structure; religious object, symbol, or house of worship; cemetery; or private structure; or
3. place a burning cross or simulation of one on public or private property without the written consent of the owner.

*This is a class A misdemeanor, but it is a class D felony if there is more than \$ 1,000 of property damage and/or court-ordered hate crimes diversion program (education and supervised community service).*

## Conn. Gen. Statute § 53-37

### Prohibits ridicule on the basis of creed, religion, color, denomination, nationality or race.

*Punishable by fine and/or prison.*

## Conn. Gen. Statute § 53-37a

### Deprivation of a Person's Civil Rights By Person Wearing Mask or Hood

Penalties are increased for the crimes involving depriving someone of his constitutional rights, desecrating property, or burning a cross under certain circumstances if the person:

- (1) commits the crime while wearing a mask, hood, or other device designed to conceal his identity and
- (2) intends to deprive another person of any legally guaranteed right because of his religion, national origin, alienage, color, race, sex, sexual orientation, blindness, or physical disability. *This is a class D felony.*

# Hate Crime Laws in Connecticut

Conn. Gen. Statute § 53-37b

Prohibits use of force or threat with intent to deprive a person or class of persons of equal protection or privileges and immunities under State and Federal law. Includes:

- a.) Intentionally placing or attempting to place another in fear of imminent serious physical injury.
- b.) Threatening to commit a violent crime with intent to terrorize, cause evacuation of a physical space or cause serious public inconvenience.
- c.) Threatening to commit a violent crime in reckless disregard of the risk of causing terror or inconvenience.

*Punishable by fine and/or prison as a misdemeanor or felony (causing bodily injury: 1 to 10 years prison, up to \$10,000 fine; causing death: 1 to 20 years prison, up to \$15,000 fine.)*

**Public Act 08-49**

## **AN ACT CONCERNING HATE CRIMES**

(d) Any person who places a noose or a simulation thereof on any public property, or on any private property without the written consent of the owner, and with intent to intimidate or harass any other person on account of religion, national origin, alienage, color, race, sex, sexual orientation, blindness or physical disability, shall be in violation of subsection (a) of this section.

CSCU

# Public Act 00-72

CSCU

Prohibits intimidation based on bigotry or bias for malicious acts and with intention to intimidate or harass on account of race, religion, ethnicity, or sexual orientation, including:

- a.) Causing serious physical injury to another person (first degree offense).
- b.) Causing physical contact with the victim (second or third degree offense).
- c.) Damaging, destroying or defacing the victim's property (second or third degree offense).
- d.) Threatening to do either of the above, with reasonable cause to believe threat will be carried out. (second or third degree offense).
- e.) Urging another person to do such acts (third degree offense).

*Punishable as a felony by prison and/or fine.*

Public Act 00-72 also stipulates higher sentences for persistent offenders who are convicted of hate crimes for a second time. The law also enables a person injured by intimidation based on bigotry or bias to sue for damages.

Public Act 00-72 requires local (town) or state troopers to monitor, record and classify all hate crimes as defined in Public Act 00-72 (intimidation based on bigotry or bias), and report data to State Police who must monitor, record and classify hate crimes. Also, a Hate Crimes Advisory Committee in the Office of the Chief's State's Attorney to coordinate efforts re: enforcement of hate crime laws, hate crime reporting, and community education programs, and to make recommendations concerning the training of police officers re: hate crimes. Also requires state and municipal police to have training re: hate crimes.

# Hate Crimes (Federal)

## **Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act**

- October 28, 2009, President Obama signed into law
- It also creates a new federal criminal law which criminalizes willfully causing bodily injury (or attempting to do so with fire, firearm, or other dangerous weapon) when:
  - (1) the crime was committed because of the actual or perceived race, color, religion, national origin of any person or (2) the crime was committed because of the actual or perceived religion, national origin, gender, sexual orientation, gender identity, or disability of any person and the crime affected interstate or foreign commerce or occurred within federal special maritime and territorial jurisdiction.

<https://www.justice.gov/crt/matthew-shepard-and-james-byrd-jr-hate-crimes-prevention-act-2009-0>

CSCU



## Slide 12

---

**DN1**

D'Agostino, Nicholas, 10/29/2021

# Protected Classes

- **Age (Federal 40+)**
- Alienage
- Ancestry
- **Breastfeeding**
- **Color**
- Criminal Record (state employment and licensing only)
- Familial Status, responsibility, or planning
- **Gender Identity or Expression**
- **Genetic Information (employment)**
- Lawful source of income (housing and public accommodations)
- Victims of Domestic Violence

**Bold = Federally protected/State Protected**

CSCU

## Protected Classes continued

- Marital status
- **National Origin**
- **Physical disability**
- **Race**
- **Religion/Religious/Creed**
- **Retaliation**
- **Sex (including pregnancy, transgender status, sexual harassment)**

- **Sexual orientation**
- **Veteran Status**
- **Disability:**
  - Mental disability
  - Learning disability
  - Guide Dog (access)
  - Intellectual disability
  - Failure to accommodate due to Disability

# Retaliation for Protected Activity

- Retaliation against an individual for filing a complaint or charge of discrimination, participating in an investigation, or opposing discriminatory practices.
- An employer may not fire, demote, harass, or otherwise retaliate against an individual for reporting or filing a charge of discrimination, participating in a discrimination proceedings or otherwise opposing discrimination.

# **It is illegal to discriminate in any aspect of employment**

Covered acts of employment include:

- Hiring and firing
- Compensation, assignments or job classifications of employees
- Transfer, promotion, layoff, or recall
- Job advertisements, testing, and recruitment
- Use of company facilities
- Training and apprenticeship programs
- Fringe benefits
- Salary or Pay
- Retirement plans and disability leaves
- Other terms & conditions of employment

**CSCU**

# Discrimination

## Differential Treatment

- Treating someone differently
- Based on individual's 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 institution
- Otherwise adversely affect the person's employment or educational experience and/or creating a hostile learning or working environment

CSCU

# Discrimination

## Disparate Impact

- A process, procedure or action that results in adverse impact towards members of a protected class.
- An action may not appear to be discriminatory on its face, but rather is one of discrimination based on its application or effect.

# Disparate Impact – Case Law

## Griggs v. Duke Power Company

- Issue: Using a high school diploma as a requirement for some clerical or entry level work
- Data: 32% White men versus 12% Black men with HS diploma (disparate impact)
- Employer (defendant) was unable to defend link between the position and educational requirement



# Discrimination Hostile Environment

- Unwelcome verbal or physical conduct directed at another
- Because of that individual's protected class (e.g., gender/sex)
- That unreasonably interferes with the person's work or academic performance
- Sufficiently severe, pervasive or persistent
- Purpose or of creating a hostile work or educational environment
  - A one time incident can be seen as severe

# Examples of Harassing Behavior

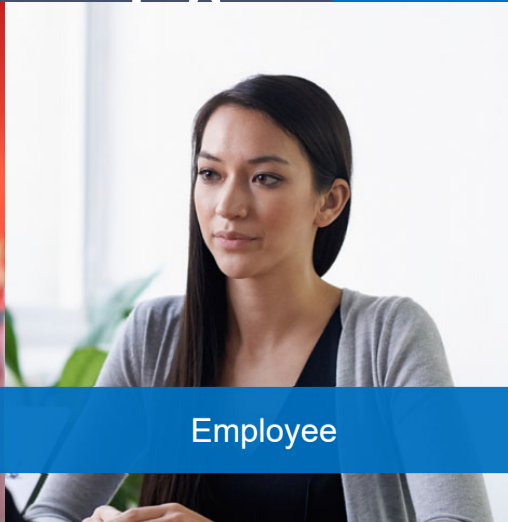
- Language/posters with of a prejudicial nature
- Offensive graphic jokes
- Taunting
- Name calling
- Use of offensive words
- Threatening
- Unlawful or inappropriate Internet use
- “Accidental” collisions or brushing up against
- Physical assault including sexual assault

# What Makes an Environment Hostile?

- Consider whether it is severe, persistent, or pervasive...
  - Does the conduct interfere with employees' work performance?
    - Concentration, avoiding the person, missing work
  - Is the conduct threatening or humiliating?
    - Jokes at others' expense, demeaning comments
  - What is the nature of the conduct?
    - Is this based on a protected class status (e.g., race, sexual orientation)
  - How frequent is the conduct?
    - Usually occurs more than once over time; however, a one-time occurrence can be a violation (e.g., hate crime, threats of violence)



Co-Worker



Employee

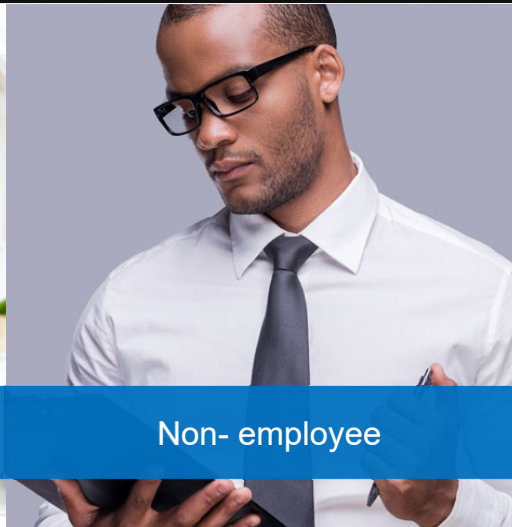


Supervisor

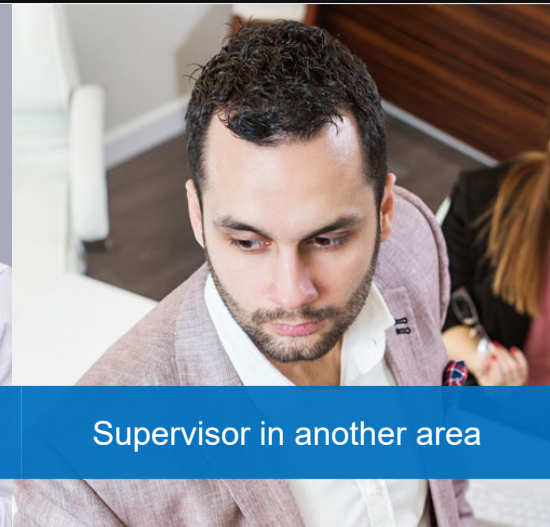
**Harassment can happen to anyone.**



An agent of the employer  
(contractor/ vendor)



Non- employee



Supervisor in another area

# What is Sexual Harassment?

Illegal Sexual Harassment is defined in Conn. Gen. Stat. §46a-6o(b)(8) as:

Any UNWELCOME sexual advances or request for sexual favors or any conduct of a sexual nature when:

- A. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment,
- B. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or
- C. Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

## *Quid Pro Quo*???? This for That

When someone in a position of power offers a benefit in exchange for sexual attention or threatens your job if you refuse their sexual attention, that is *quid pro quo* sexual harassment.

Examples:

- Subjected to **unwelcome** requests for sexual favors or conduct
- Submission to or rejection of 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



## Quid Pro Quo

- Job Benefits are Conditional
- One Incident is All It Takes
- Different Levels of Authority

# Hostile Work Environment –

- A co-worker, supervisor, or third-party makes repeated inappropriate, and unwanted sexual advances, comments, or requests (protected class gender/sex)
- Includes widespread sexual favoritism
- May be verbal, physical, or visual
- Behavior is sufficiently severe, pervasive or persistent
- Behavior unreasonably interferes with the person's work or academic performance
- Purpose or of creating a hostile work or educational environment
  - A one-time incident can be seen as severe



# Sexual Harassment Not Limited to Male/Female interactions

Patino v. Birken Mfg. Co., 304 Conn. 679 (2012)

CT Supreme Court find Employers Liable for Anti-Gay Harassment and awards \$94,500 “garden variety” emotional distress

CSCU

# Where Can Harassment Happen?

Any place a student/employee must be as part of their education/employment:

- At the workplace
- In the cafeteria
- Work related travel/events (on and off campus)
- On social media
- Through text messages
- Literally Anywhere!!

Misconduct can also be investigated when it occurs during unpaid breaks (lunch), campus sponsored social events and at “company” parties (picnics, retirement and holiday parties, happy hours, etc.)

CSCU

# What is an Employer Legally Liable for?

- Conduct of its supervisory staff
  - Negative employment action
  - Hostile environment created unless can be proved care was taken to eliminate this
- Conduct of non-supervisor employees if it knew or should have known of the conduct and failed to take prompt and effective corrective action
- Conduct of an employer's agent

# Can an Employee be Personally Liable

- Yes...
  - For Discrimination/Harassment
  - For Retaliation
  - For Aiding or Abetting

# Risks Associated with Harassment and Discrimination

- Low Morale
- Increased Turnover
- Loss of Productivity
- Financial Loss
- Job Loss
- Negative Public Attention
- Etc.....



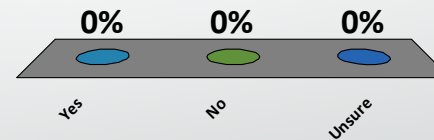
## Scenario 1 (polling):

Chao and Mai, Vietnamese refugees who resettled in the local area, have been employed at the University as maintenance workers for several years. About a month ago, shortly after a new supervisor took over the department, Chao and Mai were told that they should no longer speak their native language to each other at work, even while on break. Since that time Chao and Mai have been reprimanded for returning late from lunch and their supervisor has been watching them throughout their shift.

CSCU

# Is this a policy violation?

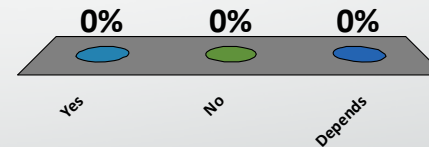
1. Yes
2. No
3. Unsure





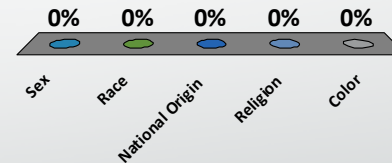
# Can an employer require employees to only speak English?

1. Yes
2. No
3. Depends



# What is the protected class status?

1. Sex
2. Race
3. National Origin
4. Religion
5. Color



# Preventing Harassment Training (Small-Groups)

## 10 Minute Case Study Activity



CSCU

## Scenario 1 - (break-out)

A faculty member pursues and engages in a romantic/physical relationship with a student.

- Is this a violation of our policy?
- If no, when might this become a violation?
- Does it matter if the student is currently taking a class with this faculty member?

## Scenario 2 (break-out):

A student reported to you that a faculty (you and this faculty member are close peers) made racist comments/jokes about Hispanics. Including mocking accents, saying you should speak English in this country, and negative comments about the migrants at the Texas/Mexican border.

- What would you do in this situation?
- Is this a potential violation of our policy?
- What would you tell the student regarding their allegations?

## Scenario 3 (break out):

While teaching a section on African Art you display the following image and ask students what they think of the image. A student states that the image “looks like a monkey.” Some students in the class laugh at the response and some Black students look upset.

- What are your thoughts about this comment?
- How might you respond to this situation?



# Creating a Campus of Inclusion

- How to be allies in this work
- Understanding the bystander effect

# What is the Bystander Effect?

**Bystander Effect:** Phenomenon within social psychology that describes how people are less likely to offer help to a victim when others are present.

- Five Step Process to Intervening
  - Notice that something is wrong
  - Define the situation as an emergency
  - Decide whether they are personally responsible to act
  - Choose how to help
  - Implement the chosen helping behavior



# Bystander intervention strategies for witnesses to harassment.

- Prepare and practice phrases you're comfortable using to question hurtful or discriminatory language and behavior.
- Subtle strategies to defuse a situation. Take the focus off the target and shift them to you and what you're saying.
- Allyship. Using your privilege to intervene when you see someone in a marginalized group being harmed. Recognizing that your gender, race, age, or other characteristics may put you in a position that makes it easier for you to speak up.

Bystander Intervention What to do if you Witness Workplace Harassment, Lakshmi Hutchinson, April 13, 2021

CSCU

# CSCU Policies

- BOR/CSCU Statement of Title IX Policy
- Affirmative Action Policy Statements
- Consensual Relationships Policy
- Sexual Misconduct Reporting, Supporting Measures & Processes Policy
- Use of Gender Identity and Pronouns Policy
- Policy on Access to Locker Rooms and Restrooms

CSCU



## CSCU PERSPECTIVE HARASSMENT AND DISCRIMINATION

- It's illegal—Title VII of the Civil Rights Act, state law and Title IX of the Education Enhancement Act.
- It won't be tolerated.
- It creates personal financial liability, loss of reputation, possible loss of employment and possibly criminal charges.

CSCU

## Colleges are required...

- To take all complaints seriously
- To publish their procedures for complaint handling
- To publish the name and contact information for the person responsible for receiving complaints
- To follow up on complaints in a timely manner

CSCU

# Reporting Discrimination & Harassment

- Encourage reporting as soon as possible
  - If you are the target of unwanted attention or behavior, document specifics of the incident, and report it.
  - Administrators and supervisors must report incidents of discrimination/ harassment
- Students and non-supervisory employees are strongly encouraged to report incidents of discrimination and/or harassment (different standard for Title IX)
- **New as 2014.** All employees must report incidents of sexual misconduct (including sexual harassment), stalking or intimate partner violence and/or gender discrimination to the Title IX Officer

CSCU

# How do I file a complaint?

## Procedure for Filing a Discrimination Complaint (CT State Colleges and Universities (CSCU))

- 1. Requests a confidential meeting** with the Equal Employment Opportunity Officer/Designee, who will advise you of your rights in accordance with relevant laws and propose possible remedies
- 2. You have the right to file a written complaint**
- 3. The written complaint should be filed on the complaint form** provided by the EEO Center of Excellence.
- 4. Where practicable, it should be submitted within thirty (30) days** of the alleged discriminatory treatment

The logo for the Connecticut State Colleges and Universities (CSCU) is located in the bottom right corner. It consists of the letters "CSCU" in a blue, sans-serif font, enclosed within a blue rectangular border.

# Standards Utilized

## **Reasonable Person Standard**

- Behavior that a reasonable person would consider offensive
- In the eye of the beholder. Impact - not intent!

## **Preponderance of the Evidence**

CSCU

# Complaint Procedures and Options\*

- Internal Process: 90-day time frame
    - Complaint Procedure
  - External Process:
    - CHRO (300-day timeframe)
    - EEOC (300-day timeframe)
  - OCR Process: 180-day time frame
- \* ODE procedures and timetables included in packets



# Do my complainant's rights end there?

No...complainants also have the right...

- Not to be retaliated against
- To take their complaint to the State's Commission on Human Rights and Opportunities (CHRO) or the US Equal Employment Opportunity Commission (EEOC)

## **Retaliation for Discrimination Complaints**

Retaliation for having filed or participated in a complaint or investigation of discrimination is presumptive employment discrimination and is a violation of the law. *As such, retaliation for discrimination complaints will not be tolerated.*

## **Definition of Retaliation**

Disciplining, changing work assignments of, providing inaccurate work information to, or refusing to cooperate or discuss work related matters with an employee because that employee has complained about or resisted harassment, discrimination or retaliation.

# Reporting Discrimination & Harassment

- Complaints can be reported to your campus HR Generalist/or Regional HR Manager.
- EEO Center of Excellence
  - Nick D'Agostino, Director of EEO
    - [ndagostino@commnet.edu](mailto:ndagostino@commnet.edu)
    - 860-723-0727
  - Rebecca Cannon-Klemenzenz, EEO Specialist
    - [rcannonklemenzenz@commnet.edu](mailto:rcannonklemenzenz@commnet.edu)
    - 860-723-0334
  - Kimberly Carolina, Manager of EEO
    - [kcarolina@commnet.edu](mailto:kcarolina@commnet.edu)

CSCU

# Reporting Discrimination & Harassment

- Complaints can be reported to your campus HR Generalist/or Regional HR Manager.
- Office for Equity & Inclusion
  - Jill Bassett-Cameron, Ed.D., Senior Equity & Inclusion Officer/Title IX Coordinator
    - [jbassett-cameron@ccsu.edu](mailto:jbassett-cameron@ccsu.edu)

CSCU

# Reporting Discrimination & Harassment

- Complaints can be reported to your campus HR Generalist/or Regional HR Manager.
- Southern Connecticut State University
  - Diane Ariza, VP of Diversity and Equal Employment
    - [arizad1@southernct.edu](mailto:arizad1@southernct.edu)
      - [arizad1@southernct.edu](mailto:arizad1@southernct.edu)
      - 203-392-8377
  - Paula Rice, Director of EEO
    - [ricep1@southernct.edu](mailto:ricep1@southernct.edu)
    - 203-392-5568

CSCU

# Reporting Discrimination & Harassment

- Complaints can be reported to your campus HR Generalist/or Regional HR Manager.
- Eastern Connecticut State University
  - LaMar Coleman - VP of Equity and Diversity
    - [colemanla@easternct.edu](mailto:colemanla@easternct.edu)
    - 860- 465-0072

CSCU

# Reporting Discrimination & Harassment

Complaints can be reported to your campus HR Generalist/or Regional HR Manager.

- Western Connecticut State University
  - Jesenia Minier- Title IX Coordinator and Chief Diversity Officer
    - [minierj@wcsu.edu](mailto:minierj@wcsu.edu)
    - 203-837-8444

CSCU

# Commission on Human Rights and Opportunities (CHRO) Information

Commission on Human Rights and Opportunities

Toll Free 1 -(800)-477-5737

TDD (860)-541-3459

[www.ct.gov/chro](http://www.ct.gov/chro)

## **Capitol Region Office**

450 Columbus Blvd.

Hartford, CT 06103

Tel: (860) 566-7710

TDD (860) 566 – 7710

## **Southwest Region Office**

350 Fairfield Avenue

6<sup>th</sup> Floor

Bridgeport, CT 06604

Tel: (203) 579-6246

TDD (203) 579 – 6246

## **Eastern Region Office**

100 Broadway

Norwich, CT 06360

Tel: (860) 886-5703

TDD (860) 886 – 5707

## **West Central Region Office**

Rowland State Government Center

55 West Main Street, Suite 210

Waterbury, CT 06702-2004

Tel: (203) 805-6530

TDD (203) 805-6579

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 logo for the Commission on Human Rights and Opportunities (CHRO) is displayed within a blue rectangular border. It consists of the letters "CSCU" in a bold, blue, sans-serif font.

# US Equal Employment Opportunity Commission (EEOC)

US Equal Employment Opportunity Commission

John F. Kennedy Federal Building

475 Government Center

Boston, MA 02203

Phone: 1-800-669-4000

TTY: 1-800-669-6820      Fax: 617-565-3196

Office Hours: Monday - Friday from 8:30 a.m. - 5:00 p.m.

Intake Hours: Monday - Friday from 8:30 a.m. - 3:00 p.m.

It is encouraged that you to call the 800 number listed above for information, and pre-screening by an intake information representative before you visit the office.

CSCU





## Search Charge Meeting

---

Welcome, and thank  
you for agreeing to  
serve on a CSCU  
Search Committee!





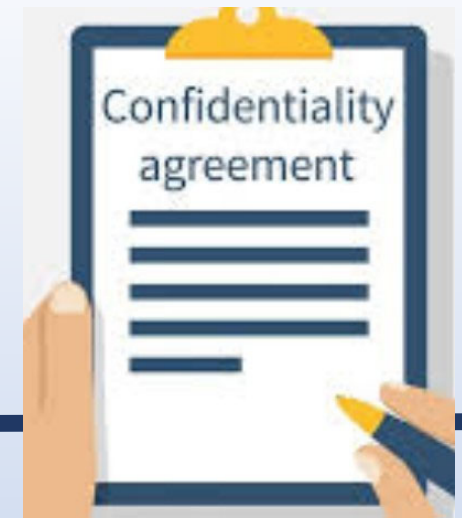
## Search Charge Meeting

---

To align the search process with our equity pillars, the process has been reformed to include a significant level of oversight to ensure that equal employment opportunity and equity are at the forefront of this work.



## Search Charge Meeting



# CONFIDENTIALITY

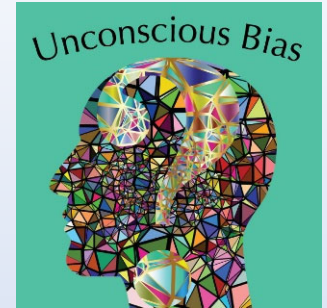
- Included in your invitation for today's charge was the Confidentiality Form. This form needs your signature and must be returned to the HR Assistants. (Resumes cannot be released until all committee members have submitted their CA forms.)
- Committee meeting discussions and applicant materials are strictly confidential and should not be shared with individuals outside of the search committee, hiring manager, and human resources.
- Freedom of Information Act (FOIA)
- Conflicts of interest



[Confidentiality Agreement Form](#)



## Search Charge Meeting



# UNCONSCIOUS BIAS

- Also included in your invite to the charge was the Unconscious Bias document.
- You are required to complete the online training, *Bias in the Interview* before you are able to review applicants.
- We all come to the table with positive and negative biases, stereotypes, and assumptions. Ask yourself why you are favoring or eliminating a candidate.
- Remind yourself that when we hire someone with a different background and mindset, we increase creativity and different approaches to problems and projects.



## Search Charge Meeting



# Step 1: Committee Meetings

Coordinate search schedule:

- What dates and times are we planning to meet to...
  - Draft interview questions and preferred responses
  - Review applications to determine qualified applicants to interview
  - Interview qualified applicants
  - Meet as a committee to agree on candidate(s) to recommend to Hiring Manager. Submit Strengths/Weaknesses
  - Remember to document all decisions for the file

# Job Description



# Job Announcement

- A written narrative that describes the general tasks and essential functions, or other related duties and responsibilities of a position.
- Will establish a solid set of expectations for employers to communicate to their employees.
- Expectations for employees also helps employers properly evaluate performance.
- Generally more detailed than the job announcement

- Describes the position information including the title, salary, duties, qualification requirements, closing date, and application procedures.
- First point of contact that a new employee makes.
- Add preferred qualifications that are an extension of the minimum requirements.
- Should be quantifiable qualifications that the committee can use as guidelines for applicant review.



## Search Charge Meeting



# Step 2: Developing Interview Questions/ and preferred responses

While the position is posted, the committee will create interview questions and preferred responses. The Chair will submit the questions to the Recruitment Specialist for EEO approval. It is recommended to have questions approved prior to the positions closing date, so that the committee can begin to review resumes immediately following the closing.



## Search Charge Meeting

---

# Why The Interview Questions Matter

Interview questions provide search committees the ability to:

- Quantify knowledge, skills, and abilities (KSAs) to identify which candidates can fulfill the essential functions of the position
- Address key priorities in the field/work/duties
- **Must include at least one question related to Diversity/Equity:** To identify candidates' ability to work within a diverse environment (e.g., race, experience, socio-economic, disability, gender, sexual orientation, religion, etc.)







## Search Charge Meeting

---

### The Questions Must...

- Be intentional and purposeful
- Reflect the job duties/description
- Have quantifiable responses that can be evaluated across candidates
- Be both technical and experiential
- Be open ended
- Be free from bias



Search Charge Meeting



# How to Build the Question

1. The most important part of the process is to review the job description and correctly identify the essential functions of the position.
2. Identify the KSAs that are necessary to fulfill each essential function
3. Develop open ended questions to determine if a candidate possesses the necessary KSAs to fulfill the essential functions
4. Use situational based questions to capture soft skills needed for the position
5. Where practicable, incorporate opportunities for candidates to include examples of their experience(s) as it relates to the position



## Search Charge Meeting

---

# Why the Preferred Answers Matter?

- Minimize bias in the interviews by evaluating a candidate based on their KSAs and not on their being a good *fit*
- They provide measurable and quantifiable answers for each interview question
- Are written to satisfy the KSAs
- Are directly related to the question asked
- Establish an equitable criteria for all candidates



## Search Charge Meeting

---

# How to Build a Preferred Answer

- Put yourself in the shoes of the interviewee
- Consider what do you hope to gain by asking the question
- Create a bulleted list of the responses that you are specifically looking for in meeting the KSAs. Be as specific as you can be!
- Convert the list into quantifiable and measurable responses – remove subjectivity

- Ex: Tell us your definition of diversity.

*Poor response:* candidate discusses diversity.

*Preferred response:* Candidate provides at least four identities in their response(e.g., race, religion, socio-economic, disability, gender, sexual orientation, first generation, veteran).

## EXAMPLE

# Veterans Services Associate

- **Essential Function:** Coordinate with appropriate college departments for testing, academic advising, financial aid, campus life, and student support services and other departments for the success and retention of veteran students.
- **KSAs:** Collaboration, experience/knowledge of college departments that directly impact outcomes for student veterans, understanding of complex needs for veterans.
- **Question:** Please tell us about your experiences working collaboratively with individuals in different departments on campus; and why those collaborations are necessary, critical, and relevant to student veterans support services.
- **Preferred answer:** A. Candidate will identify at least four (4) appropriate departments such as: Bursars (payment issues, compliance reviews), Registrars (withdraws and drop deletes), Admissions (submitting paperwork), Financial Aid (required documents), Institutional Research (veteran data and reporting), Academic divisions (early intervention, raising awareness concerning consequences of withdrawals, referrals for counseling, etc.); Academic Advising (curriculum checks); Counseling (crisis intervention); Retention services (probation/suspension consequences)
- B. Candidate will demonstrate understanding regarding reasons for those collaborations by discussing at least two (2) of the following: advising new veterans or guard members on steps involved in enrollment, processing of GI Bill Educational Benefit and VA Tuition Waivers, verification of course selections, awareness of scholarships, personal counseling, academic probation/course withdraw policies.



## Search Charge Meeting

# Step 3: Application Review

- Search committee members must disclose how and to what extent they know a candidate. Based on this disclosure it may be best to discuss with Recruitment & Talent Acquisition how to best handle this relationship.
- A review of **all applications** is necessary to determine if they meet the minimum and preferred qualifications.
- Applicants should be screened based on their meeting or not meeting the required and preferred qualifications.
  - Candidates cannot move forward to interview who do not meet **all** required qualifications, including the must have requirements. This would be the area that states “Candidate must possess”...
  - Internal candidates should be held to the same standards
- This is a paper review – application compared to job specifications (required, desired, and preferred qualifications)
- Outside knowledge of a candidate cannot be factored into this process





## Search Charge Meeting

# Step 3: Application Review

- In JAZZHR – you will be able to provide detailed updates on each applicant:
  - Click on the applicant's JAZZHR record
  - Scroll down to Full Profile
    - Add Committee's Assessment
      - Drop down selection e.g., candidate meets required and five preferred.
    - Add Committee's Comments
      - These must be specific and contain no subjective language (e.g., Candidate does not meet the degree requirement, Candidate does not have the 1 year required related experience, Candidate does not meet the community college teaching preferred experience.
    - Add Committee Outcome
      - Drop down selection e.g., Recommended for Interview





## Search Charge Meeting



### Pause Point 1: Applicant pool demographic composition

1. When practicable before the positions closes, EEO will conduct an assessment to ensure the applicant pool reflects the data related to the affirmative action plan availability data for this particular recruitment.
2. If the data is not reflective, EEO will issue a Pause Point email to the appointing authority, e.g., CEO and others in the respective chain to identify the next step, e.g., continue with current pool or re-post/extend post to recruit additional candidates.





## Search Charge Meeting



When selecting candidates for interviews please consider the following:

1. Follow the AAP-2/JAZZHR narratives to determine how candidates will be eliminated:
  - a. Base all justifications on the job posting and the **required** and **preferred** qualifications
  - b. **The same basis for selection must be used consistently on all applicants, e.g., meets required and 2 preferred qualifications = recommended for interview.**
2. Keep in mind all notes/emails subject to FOIA
3. The Chair will email the Recruitment Specialist the candidates selected to be interviewed on the 1st Interview Request Form.
  - a. Please include dates and times the committee is available for interviews (allowing at least 1 week notice for candidates). You must note if a presentation will be required.
4. Once approved by EEO, the Recruitment Specialist will schedule interviews and send the final schedule to the committee. The Chair will send each candidate a confirmation link via WebEx (Virtual Interview) for their chosen day/time.



## Search Charge Meeting



### Pause Point 2: Interview pool compared to applicant pool

1. EEO will conduct an assessment to ensure the interview pool is reflective of the racial composition of the applicant pool.
2. If the data is not reflective, EEO will issue a Pause Point email to the appointing authority, e.g., CEO and others in the respective chain to identify the next step, e.g., extend the search to identify additional qualified candidates, identify candidates from underrepresented racial groups that meet the minimum qualifications, or schedule a meeting to discuss strategies to increase diversity in the talent pool for similar future positions.



## Search Charge Meeting



# Step 4: Interview

- All applicants should be asked the same questions
- Follow up questions are strongly discouraged as these can lead to bias and/or favoritism in the process
- Same format - video vs. audio vs. in person
- Same participants - all Search Committee members must attend each interview
- After interview, Search Committee members should discuss strengths/weaknesses
  - **Utilize JazzHR to document the strengths and weaknesses for each candidate in the Profile section.**
- Search Committee recommends 3-5 candidates to move forward



## Search Charge Meeting

---

Once interviews are complete...

The Chair will send the following to EEO and Recruitment Specialist:

1. Strengths and weaknesses of all candidates interviewed based on the interview and skills/abilities/experience.
2. Notation of candidates recommended to moving forward to 2<sup>nd</sup> Interviews, if applicable.



# Strengths

Subjective	Quantitative
<ul style="list-style-type: none"><li>• Showed familiarity with educational technology.</li><li>• Strong teaching demo.</li></ul>	<ul style="list-style-type: none"><li>• Showed familiarity with educational technology, especially the ways the candidate makes use of Blackboard as a teaching assessment, and communication tool.</li><li>• Teaching demo included specific examples of how to teach students to recognize bias in assigned readings.</li></ul>
<ul style="list-style-type: none"><li>• Shared specific ways she adjusted to online teaching.</li><li>• Showed initiative</li><li>• Provided a clear response and specific examples of diversity.</li><li>• Exceptional teaching prompt.</li></ul>	<ul style="list-style-type: none"><li>• Shared specific ways the candidate adjusted to online teaching, especially how Blackboard was used to simulate the on-ground student experience</li><li>• Showed initiative (CCSU adjunct pedagogy committee).</li><li>• Provided a clear response and specific examples of diversity, including the importance of selecting reading material that reflects the students in her classroom.</li><li>• Teaching demo was exceptional and provided specific examples of how to teach students to recognize bias in assigned readings.</li></ul>

# Weaknesses

Subjective	Quantitative
<ul style="list-style-type: none"><li>• Teaching philosophy was vague</li><li>• Difficulty answering diversity question.</li><li>• Teaching demo lacked specifics.</li></ul>	<ul style="list-style-type: none"><li>• Teaching philosophy did not express a philosophy/vision as it applies to writing and reading instruction.</li><li>• Candidate did not discuss an interpretation of “diverse student body” beyond the candidate’s expressed willingness to seek common ground with students.</li><li>• Teaching demo lacked specific examples of how to teach students to recognize bias in assigned readings.</li></ul>
<ul style="list-style-type: none"><li>• Teaching philosophy was vague.</li><li>• Does not mention examples of diversity beyond ability level.</li><li>• Only described one type of academic support.</li><li>• Responses overall lacked specifics.</li><li>• Unprepared for teaching demo.</li></ul>	<ul style="list-style-type: none"><li>• Candidate did not discuss a teaching philosophy as it applies to reading and writing instruction.</li><li>• Candidate did not discuss an interpretation of “diverse student body” beyond the candidate’s expressed willingness to work with students.</li><li>• Candidate described one type of academic support (tutoring).</li><li>• The candidate did not have any information prepared for the required teaching demonstration and seemed unaware that a teaching demonstration was a required part of the interview.</li></ul>



## Search Charge Meeting



# 2<sup>nd</sup> Interviews

2nd interviews are normally conducted within 2 weeks of the 1<sup>st</sup> interviews by the Direct Supervisor and Hiring Manager (**CEO or designee i.e., Dean**)

1. Although 2<sup>nd</sup> interview questions do not have to be approved, we request that the Supervisor submit them to EEO & the HR Recruitment Specialist for review.
2. Final interviews are conducted, and the Supervisor and Hiring Manager submits the Strengths and Weaknesses Form-Finalists of each interviewed candidate noting which candidate they would recommend hiring to EEO, and the HR Recruitment Specialist for review.
3. Once recommended hire is reviewed, the Supervisor or Hiring Manager will request final approval from the CEO.



## Search Charge Meeting



### Pause Point 3: Second interview pool compared to first interview pool.

1. EEO will conduct an assessment to ensure the second interview pool is reflective of the racial composition of the first interview pool (when applicable).
2. If the data is not reflective, EEO will issue a Pause Point email to the appointing authority, e.g., CEO and others in the respective chain to identify the next step, e.g., identify candidates from first round who could also be advanced to the second round, continue with the current pool, or schedule a meeting to discuss strategies to increase diversity in the talent pool for similar future positions.



**DOCUMENT ALL  
THE THINGS!!!!**





## LET'S REVIEW

---

The HR Recruitment Specialist will send the committee an email with an Excel Search Committee packet and a suggested timeline for the search.

Once **all** members are charged, bias trained and have submitted confidentiality agreements, you will convene as a committee to discuss the next steps.



## REVIEW continued...

---

### Committee's Next Steps:

- Develop Interview Questions / Preferred Answers and get approval
- Once the position closes and all approvals have been given, the Recruitment Specialist will give you access to the applications/resumes
- The committee will complete the applicant review and get approval
- The committee will determine availability for the 1<sup>st</sup> interviews
- The 1<sup>st</sup> interviews will be scheduled and conducted
- Then strength and weaknesses will be submitted for approval and recommendations for 2<sup>nd</sup> interviews will be made, if applicable.



**The Recruiting & Talent Acquisition team is here to help you  
at each step along the way. Please reach out!**



Capital-East Region contacts	Shoreline-West Region contacts	North-West Region contacts	System Office	COSC
Kimberly Carolina Nick D'Agostino	Kimberly Carolina	Kimberly Carolina Nick D'Agostino	Nick D'Agostino	Rebecca Cannon- Klemenz
Luisa Duluc (CCC/MXCC) Robert Kizer (MCC/QVCC/TRCC)	Christie Higney (GCC) Samantha Pugh (HCC/NCC)	Sheila Antonacci (NVCC/NWCC) Dina Wulinsky (ACC/TXCC)	Dina Wulinsky	Dina Wulinsky
Theresa Eisenbach	Theresa Eisenbach	Theresa Eisenbach	Theresa Eisenbach	Theresa Eisenbach

Again, thank you for your time and for joining us today.



Section 46a-68-80  
External Communication

## Section 46a-68-80: EXTERNAL COMMUNICATION AND RECRUITMENT STRATEGIES

- a) The Charter Oak State College has developed outreach and recruitment strategies to meet its affirmative action goals and objectives. Hiring and promotional activity is justified in the Goals Analysis section of the Affirmative Action Plan and will include a summary of each recruitment effort resulting in a hire or promotion. A listing of outreach recruitment sources is included in this section.
- b) The Charter Oak State College has put itself on public record as an affirmative action and equal employment opportunity employer. Consistent with that posture:
  1. Written expression of the College's commitment to affirmative action and equal employment opportunity and notice of job availability are sent regularly to recruiting sources and organizations which are capable of referring qualified applicants for employment; and
  2. Notice that the College is an affirmative action and equal employment opportunity employer will be sent to all unions that represent agency employees for collective bargaining purposes. The notice contains an invitation to review and comment upon the Charter Oak State College's Affirmative Action Plan.
- c) The Charter Oak State College initiates and undertakes vigorous, positive relationship-building activity to ensure that affirmative action is more than a paper commitment. It works to secure ongoing relationships and develop additional recruiting sources while cultivating outreach recruitment programs and maintaining contact with protected class members and resource agencies.

Each position announcement is widely circulated and contains the tagline, **"COSC is an Equal Opportunity Employer, Affirmative Action Employer."** Every week the Talent Center of Excellences sends out a notice of all active searches to all employees in the CSCU. Steps are taken to ensure that all job announcements at the Charter Oak State College reach diverse sectors of the state counties, state, regional, and national labor markets. The Charter Oak State College continues to engage in face-to-face discussions to cement on-going relationships with and to develop additional recruiting sources. Specifically,

- Notices of position vacancies and job availability are sent to target recruiting resources and local organizations that will encourage the referral of qualified applicants for employment. The Charter Oak State College continues to maintain and add to its listing of community-based organizations concerned with the application of affirmative action and equal opportunity principles in the public and private sector. Agencies/individuals on each list are contacted for position vacancies in the Executive Administrative Managerial and Professional/Non-Faculty classifications.
- Postings are also shared with the CT Association of Diversity and Equity Professionals (CADEP) whose membership consist of EEO Officers across the state.
- For positions utilizing national searches, vacancies are sent to electronic mailing lists. The Charter Oak State College also posts all vacancies on its campus and CSCU websites.
- Under existing collective bargaining agreements, job vacancy announcements are sent to each recognized representative of employees at the Charter Oak State

## **Section 46a-68-80: EXTERNAL COMMUNICATION AND RECRUITMENT STRATEGIES**

College. Union leadership and members are invited to review and comment on the Affirmative Action Plan. The Connecticut State Colleges and Universities (CSCU) System Office performs a similar role with the appropriate State representatives and agencies. The Charter Oak State College continues to state its commitment to affirmative action and equal employment opportunity on all position announcements and campus information.

- The Charter Oak State College also utilizes their campus/program Advisory Boards to assist in their efforts to build a diverse workforce.

Additionally, The Charter Oak State College has committed itself to active outreach activities as part of its affirmative action program, which includes, but is not limited to the following:

- Contact representatives of local/regional chapters of higher education professional organizations to discuss vacancies at the College and to solicit their help in identifying qualified protected class members.
- Advertise job openings with media that target a protected class audience in labor market areas most appropriate for filling a vacant position(s);
- Periodic workshops and job fairs are held to encourage the participation of minorities and women in skills-improvement projects, job-exploration activities and job-interview techniques.
- The Charter Oak State College is used as a training site for the Department of Administrative Services (DAS) programs and in-service training offerings.
- Staff are encouraged to network and inform colleagues and acquaintances of position openings.

The College utilizes JAZZHR for all unclassified positions and JOBAPS for all classified positions. Both tools utilize social media to expand recruitment outreach efforts. Platforms supported include: Indeed, Facebook, Pinterest, Twitter, LinkedIn.

Charter Oak State College excludes any references to either age or gender from all employment advertisement except in the case of bona fide occupational qualification or need.

The Human Resources professionals and the EEO staff attend trainings throughout the year on a variety of human resources, labor relations, affirmative action, equal employment opportunity, diversity, equity, inclusion and social justice related issues. They and their respective teams are skilled and trained on conducting investigations, handling mediations and conflict resolution, and sexual harassment complaints. They also attend many joint Human Resources meetings with staff throughout the reporting period.

During the reporting period, EEO staff attended training on Title IX investigations compliance, Bias in the Interviewing training, and Microaggressions training.

The following is a sample of the organizations contacted to inform potential minority candidates about the COSC vacancies:



## Section 46a-68-80: EXTERNAL COMMUNICATION AND RECRUITMENT STRATEGIES

### Routine Recruitment/Referral Sources/Internet Sites

<a href="http://www.militaryhire.com">http://www.militaryhire.com</a>	<a href="http://www.restaurant.org">http://www.restaurant.org</a>
<a href="https://www.higheredjobs.com">https://www.higheredjobs.com</a>	<a href="http://www.hcareers.com">http://www.hcareers.com</a>
<a href="https://www.vetfriends.com">https://www.vetfriends.com</a>	<a href="https://www.linkedin.com">https://www.linkedin.com</a>
<a href="http://minoritynurse.com">http://minoritynurse.com</a>	<a href="http://www.careerbuilder.com">http://www.careerbuilder.com</a>
<a href="http://www.jobtarget.com/corporate">http://www.jobtarget.com/corporate</a>	<a href="http://www.monster.com">http://www.monster.com</a>
<a href="http://www.ct.edu">http://www.ct.edu</a> (All C SCU institutions)	<a href="http://www.indeed.com">http://www.indeed.com</a>
<a href="http://studentaffairs.com">http://studentaffairs.com</a>	<a href="http://www.dice.com">http://www.dice.com</a>
<a href="http://www.eeoc.gov">http://www.eeoc.gov</a>	<a href="http://www.simplyhired.com">http://www.simplyhired.com</a>
<a href="http://www.mainecareercenter.com">http://www.mainecareercenter.com</a>	<a href="https://www.shrm.org/pages">https://www.shrm.org/pages</a>
<a href="https://www.suny.edu">https://www.suny.edu</a>	<a href="http://www.prodivnet.com">http://www.prodivnet.com</a>
<a href="http://matyconn.matyc.org">http://matyconn.matyc.org</a>	<a href="http://www.hireahero.org">http://www.hireahero.org</a>
<a href="https://www.insidehighered.com">https://www.insidehighered.com</a>	<a href="http://www.healthcarejobsite.com">http://www.healthcarejobsite.com</a>
<a href="http://www.quintcareers.com">http://www.quintcareers.com</a>	<a href="https://www.glassdoor.com">https://www.glassdoor.com</a>
<a href="http://www.counseling.org">http://www.counseling.org</a>	<a href="https://chroniclevitae.com">https://chroniclevitae.com</a>
<a href="http://www.ala.org">http://www.ala.org</a>	<a href="http://das.ct.gov">http://das.ct.gov</a>
<a href="http://www.ctnurses.org">http://www.ctnurses.org</a>	<a href="https://www.prodivnet.com">https://www.prodivnet.com</a>
<a href="http://jobs.acfcchefs.org">http://jobs.acfcchefs.org</a>	<a href="https://twitter.com">https://twitter.com</a>

### Agency Sources:

Organization	Address	City ,State	Zip Code
American Association of AA	888 16th Street ,NW Suite 800	Washington, DC	20006
Capital Workforce Partners	One Union Place	Hartford, CT	06113
CADEP	P.O Box 260412	Hartford, CT	06126
CT Assoc. of Latinos in Higher Ed.	950 Main Street, Suite 1104	Hartford, CT	06103
DAS	165 Capitol Avenue	Hartford, CT	06106
Department of Social Services	25 Sigourney Street	Hartford, CT	06106
Department of Veterans Affairs	287 West Street	Rocky Hill, CT	06067
Diverse: Issues In higher Education	10520 Warwick Avenue Suite B-8	Fairfax, VA	22030
Fairfield County Alpha Phi Alpha	50 Dexter Dr	Shelton, CT	06484
NAACP- National Headquarters	4805 Mt Hope Drive	Baltimore, MD	21215
Asnuntuck Community College	170 Elm Street	Enfield, CT	06082
Capital Community College	950 Main Street	Hartford, CT	06103
Central Connecticut State University	1615 Stanley Street	New Britain ,CT	06050
Charter Oak State College	55 Paul J. Manafort Drive	New Britain ,CT	06053
Eastern Connecticut State University	83 Windham Street	Willimantic, CT	06226
Gateway Community College	60 Sargent Drive	New Haven ,CT	06511
Housatonic Community College	900 Lafayette Boulevard	Bridgeport, CT	06604
Manchester Community College	Great Path, P.O Box 1046	Manchester, CT	06045
Middlesex Community College	100 Training Hill Road	Middletown , CT	06457
Naugatuck Valley Community College	750 Chase Parkway	Waterbury, CT	06708
Northwestern Community College	Park Place East	Winsted, CT	06098

**Section 46a-68-80: EXTERNAL COMMUNICATION AND RECRUITMENT STRATEGIES**

Norwalk Community College	188 Richards Avenue	Norwalk ,CT	06854
Quinebaug Valley Community College	742 Upper Mapple Street	Danielson, CT	06239
Southern Connecticut State University	501 Crescent Street	New Heaven, CT	06515
Three rivers Community College	574 London Tnpike.	Norwich, CT	06360
Tunxis Community College	271 Scott Swamp Road	Farmington, CT	06032
University of Connecticut	115 N. Eagleville Road	Storrs, CT	06269
Western Connecticut State University	181 White Street	Danbury , CT	06810
The Chronicle of Higher Education	1255 23rd Street, N.W, 7Th floor	Washington , DC	20037
The New York Times	229 West 43rd Street	New York, NY	10036
The Hartford Courant	285 Broad Street	Hartford, CT	06115
La Voz Hispana	35 Elm Street	New Haven , CT	06510

The Quarterly Reports of the Set-Aside Program that includes Small, Minority, Women and Disabled Businesses are included in this section of the Affirmative Action Plan.

The following quarters are attached after this section 2nd 2021, 3rd 2021, 4th 2021, 1st 2022, 2nd 2022, 3rd 2022, 4th 2022, and 1st 2023. As noted in the previous plan review, some quarters do not contain established goals. This is a result of these quarters not being required per DAS. Fiscal years 2021 and 2022 did not have goals established. An accompanying letter has been provided.

**From:** [Cannon, Rebecca J](#)  
**To:** [pmorganti@charteroak.edu](mailto:pmorganti@charteroak.edu)  
**Subject:** 2021 Charter Oak State College Affirmative Action Plan - Notice to Unions  
**Date:** Monday, January 31, 2022 1:12:00 PM

---

January 31, 2022

Paul Morganti  
AFSCME Local 1214  
[pmorganti@charteroak.edu](mailto:pmorganti@charteroak.edu)

Dear Paul Morganti,

We wish to bring to your attention that the 2021 Charter Oak State College Affirmative Action plan is available for the union members to review.

The Charter Oak State College is an affirmative action/equal opportunity employer and, as such, hires individuals without regard for age, ancestry, color, national origin, gender identity or expression, genetic information, learning disability, marital status, intellectual disability, physical disability (including but not limited to blindness), present or past history of mental disability, prior criminal record, race, religious creed, sex (including pregnancy and sexual harassment), sexual orientation, retaliation for previously opposed discrimination or coercion, veteran status, members of Civil Air Patrol, and workplace hazards to reproductive systems unless the provisions of sections 46a(b), 46a-80(b) of the Connecticut General Statutes are controlling, or there is a bona fide occupation qualification excluding persons in one of the above protected groups.

We invite you and your members to review and comment upon the College's affirmative action plan, which is available online at the following link: [2021 Charter Oak State College Affirmative Action Plan](#). Should you have any questions regarding the affirmative action plan, please contact my office at 860-723-0727.

Sincerely,

Rebecca Cannon-Klemenz  
Equal Employment Opportunity Specialist

# Memorandum

**To:** Michael Moriarty, CFO

**CC:** Commission on Human Rights and Opportunities - Contract Compliance Unit  
Steven Hurlburt, Controller  
Edward Klonoski, President

**From:** Meg Yetishefsky, Program Manager, Supplier Diversity Program

**Date:** November 30, 2020

**Re:** FY 2020-2021 Small/Minority Business Goal Report  
*Charter Oak State College*

---

This memo is to inform you the DAS; Supplier Diversity Unit has received your agencies FY20-21 S/MBE goal report outlining the agency-adopted budget and subsequent funds available for S/MBE purchases for FY20-21.

A review of the agency submission has indicated the following:

Your agency has indicated the adopted budget for *Charter Oak State College* indicates a significant shortfall; the expected expenses exceed funds available. Therefore, the DAS, Supplier Diversity Unit is unable to determine a Small/Minority Business goal for FY 20-21.

However, accept this memo as notification that while the annual goal for S/MBE spending is not established, the *Charter Oak State College* is required to report the quarterly spend with S/MBE's as mandated by CGS 4a-60g. Questions regarding the quarterly reporting and subsequent forms are available on the Commission on Human Rights and Opportunities website.

Should the agency adopted budget allocation change during the fiscal year, the *Charter Oak State College* will be required to submit a revised Small/Minority Business Annual Goal Calculation Report.

Also, the agency is reminded of the requirement to report quarterly on any expenditures made against the capital improvement funds indicated in the annual goals report submitted.

The DAS, Supplier Diversity representative assigned to your agency is Stan Kenton. Questions regarding the agency Small/Minority goal report shall be directed to Stan Kenton at [Stanley.Kenton@ct.gov](mailto:Stanley.Kenton@ct.gov) or (860) 713-5241

# Memorandum

**To:** Michael Moriarty, CFO

**CC:** Commission on Human Rights and Opportunities - Contract Compliance Unit  
Rafaella Ameida, Associate Controller  
Edward Klonoski, President

**From:** Meg Yetishefsky, Program Manager, Supplier Diversity Program

**Date:** December 11, 2021

**Re:** FY 2021-2022 Small/Minority Business Goal Report  
*Charter Oak State College*

---

This memo is to inform you the DAS; Supplier Diversity Unit has received your agencies FY21-22 S/MBE goal report outlining the agency-adopted budget and subsequent funds available for S/MBE purchases for FY21-22.

A review of the agency submission has indicated the following:

Your agency has indicated the adopted budget for *Charter Oak State College* indicates a significant shortfall; the expected expenses exceed funds available. Therefore, the DAS, Supplier Diversity Unit is unable to determine a Small/Minority Business goal for FY 21-22.

However, accept this memo as notification that while the annual goal for S/MBE spending is not established, the *Charter Oak State College* is required to report the quarterly spend with S/MBE's as mandated by CGS 4a-60g. Questions regarding the quarterly reporting and subsequent forms are available on the Commission on Human Rights and Opportunities website.

Should the agency adopted budget allocation change during the fiscal year, the *Charter Oak State College* will be required to submit a revised Small/Minority Business Annual Goal Calculation Report.

Also, the agency is reminded of the requirement to report quarterly on any expenditures made against the capital improvement funds indicated in the annual goals report submitted.

The DAS, Supplier Diversity representative assigned to your agency is Stan Kenton. Questions regarding the agency Small/Minority goal report shall be directed to Stan Kenton at [Stanley.Kenton@ct.gov](mailto:Stanley.Kenton@ct.gov) or (860) 713-5241

DEPARTMENT OF ADMINISTRATIVE SERVICES  
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR

*Back-Up Sheets require Totals for each MBE Category*

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

1ST / 2ND / 3RD / 4TH

Fiscal Year Period

2020-2021

ENTER THIS QTR-

Agency Name:	Charter Oak State College	Agency Number:	BORAA
Prepared by:	Rafaella Almeida	E-mail:	<a href="mailto:ralmeida@charteroak.edu">ralmeida@charteroak.edu</a>
Tel. # -	860-515-3765	Address:	

Please submit a digital copy of this form to [Joshua.Goldberg@ct.gov](mailto:Joshua.Goldberg@ct.gov)

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ -
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ -

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 259,574.78	43	\$ 479,887.97	69

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 167,482.66	10	\$ 172,659.05	14
--	---------------	----	---------------	----

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)	\$ -			
B) Asian (A)	\$ -			
C) Black (B)	\$ -			
D) Disabled Individual (D)	\$ -			
E) Hispanic (H)	\$ -			
F) Iberian Peninsula (I)	\$ -			
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)	\$ 155,773.73	7	\$ 157,311.20	9
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]	\$ 155,773.73	7	\$ 157,311.20	9
MBE TOTAL {Lines A - W}	\$ 155,773.73		\$ 157,311.20	

Fiscal Year  
2020-2021

FY QUARTER PERIOD	2nd Quarter	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			NO

[illegible]

DEPARTMENT OF ADMINISTRATIVE SERVICES  
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR

*Back-Up Sheets require Totals for each MBE Category*

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

1ST / 2ND / 3RD / 4TH

Fiscal Year Period

2020-2021

ENTER THIS QTR-

Agency Name:	Charter Oak State College	Agency Number:	BORAA
Prepared by:	Rafaella Almeida	E-mail:	<a href="mailto:ralmeida@charteroak.edu">ralmeida@charteroak.edu</a>
Tel. # -	860-515-3765	Address:	

Please submit a digital copy of this form to [Joshua.Goldberg@ct.gov](mailto:Joshua.Goldberg@ct.gov)

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ -
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ -

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 63,294.18	26	\$ 543,182.15	95

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 5,339.57	4	\$ 177,998.62	18
--	-------------	---	---------------	----

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)	\$ -			
B) Asian (A)	\$ -			
C) Black (B)	\$ -			
D) Disabled Individual (D)	\$ -			
E) Hispanic (H)	\$ -			
F) Iberian Peninsula (I)	\$ -			
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)	\$ 3,464.53	3	\$ 160,775.73	12
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]	\$ 3,464.53	3	\$ 160,775.73	12
MBE TOTAL {Lines A - W}	\$ 3,464.53		\$ 160,775.73	



Fiscal Year  
2020-2021

FY QUARTER PERIOD	3rd Quarter	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			NO

[illegible]

DEPARTMENT OF ADMINISTRATIVE SERVICES  
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR

*Back-Up Sheets require Totals for each MBE Category*

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

1ST / 2ND / 3RD / 4TH

Fiscal Year Period

2020-2021

ENTER THIS QTR-

Agency Name:	Charter Oak State College	Agency Number:	BORAA
Prepared by:	Rafaella Almeida	E-mail:	<a href="mailto:ralmeida@charteroak.edu">ralmeida@charteroak.edu</a>
Tel. # -	860-515-3765	Address:	

Please submit a digital copy of this form to [Joshua.Goldberg@ct.gov](mailto:Joshua.Goldberg@ct.gov)

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ -
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ -

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 102,352.55	35	\$ 645,534.70	130

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 6,885.15	4	\$ 184,883.77	22
---	-------------	---	---------------	----

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)	\$ -			
B) Asian (A)	\$ -			
C) Black (B)	\$ -			
D) Disabled Individual (D)	\$ -			
E) Hispanic (H)	\$ -			
F) Iberian Peninsula (I)	\$ -			
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)	\$ 1,653.94	2	\$ 162,429.67	14
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]	\$ 1,653.94	2	\$ 162,429.67	14
MBE TOTAL {Lines A - W}	\$ 1,653.94		\$ 162,429.67	

Fiscal Year  
2020-2021

FY QUARTER PERIOD	4th Quarter	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			NO

<b>Agency Name:</b>	<b>Charter Oak State College</b>		
<b>Report Prepared by:</b>	<b>Rafaella Almeida</b>	<b>Agency Number:</b>	
<b>CERTIFIED VENDORS ONLY</b>		<b>ACTUAL EXPENDITURES</b>	<b>SPECIFY:</b>
(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
RYAN BUSINESS SYSTEMS INC	0000001404	\$ 1,601.44	W
EXECUTIVE LANDSCAPING INC	0000001681	\$ 4,266.48	S
INFOSHRED	PCARD	\$ 52.50	W
SADITZ	PCARD	\$ 964.73	S
<b>SBE/MBE TOTAL</b>		<b>\$ 6,885.15</b>	

DEPARTMENT OF ADMINISTRATIVE SERVICES  
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR

*Back-Up Sheets require Totals for each MBE Category*

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

1ST / 2ND / 3RD / 4TH

Fiscal Year Period

2021-2022

ENTER THIS QTR-

Agency Name:	Charter Oak State College	Agency Number:	BORAA
Prepared by:	Rafaella Almeida	E-mail:	<a href="mailto:ralmeida@charteroak.edu">ralmeida@charteroak.edu</a>
Tel. # -	860-515-3765	Address:	

Please submit a digital copy of this form to [Joshua.Goldberg@ct.gov](mailto:Joshua.Goldberg@ct.gov)

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 18,830,581.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ -
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ -

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 74,752.26	13	\$ 74,752.26	13

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 6,440.94	6	\$ 6,440.94	6
--	-------------	---	-------------	---

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)	\$ -			
B) Asian (A)	\$ -			
C) Black (B)	\$ -			
D) Disabled Individual (D)	\$ -			
E) Hispanic (H)	\$ -			
F) Iberian Peninsula (I)	\$ -			
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)	\$ 2,489.66	2	\$ 2,489.66	2
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]	\$ 2,489.66	2	\$ 2,489.66	2
MBE TOTAL {Lines A - W}	\$ 2,489.66		\$ 2,489.66	

Fiscal Year  
2021-2022

FY QUARTER PERIOD	1st Quarter	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			NO

[illegible]

DEPARTMENT OF ADMINISTRATIVE SERVICES  
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR

*Back-Up Sheets require Totals for each MBE Category*

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

1ST / 2ND / 3RD / 4TH

Fiscal Year Period

2021-2022

ENTER THIS QTR-

Agency Name:	Charter Oak State College	Agency Number:	BORAA
Prepared by:	Rafaella Almeida	E-mail:	<a href="mailto:ralmeida@charteroak.edu">ralmeida@charteroak.edu</a>
Tel. # -	860-515-3765	Address:	

Please submit a digital copy of this form to [Joshua.Goldberg@ct.gov](mailto:Joshua.Goldberg@ct.gov)

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 18,830,581.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ -
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ -

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 104,202.45	36	\$ 178,954.71	49

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 16,202.14	7	\$ 22,393.08	13
--	--------------	---	--------------	----

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)	\$ -			
B) Asian (A)	\$ -			
C) Black (B)	\$ -			
D) Disabled Individual (D)	\$ -			
E) Hispanic (H)	\$ -			
F) Iberian Peninsula (I)	\$ -			
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)	\$ 11,292.24	3	\$ 13,781.90	5
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]	\$ 11,292.24	3	\$ 13,781.90	5
MBE TOTAL {Lines A - W}	\$ 11,292.24		\$ 13,781.90	

Fiscal Year  
2021-2022

FY QUARTER PERIOD	2nd Quarter	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			NO

Agency Name:	Charter Oak State College		
Report Prepared by:	Rafaella Almeida	Agency Number:	
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
RYAN BUSINESS SYSTEMS INC	0000001404	\$ 2,419.56	W
R & C ELECTRIC LLC	0000001765	\$ 8,790.00	W
EXECUTIVE LANDSCAPING INC	0000001681	\$ 2,133.24	S
INFOSHRED	PCARD	\$ 82.68	W
SADITZ	PCARD	\$ 1,263.20	S
SUBURBAN STATIONAIRS	PCARD	\$ 1,263.46	S
GUARDIAN PEST CONTROL	PCARD	\$ 250.00	S
SBE/MBE TOTAL		\$ 16,202.14	

DEPARTMENT OF ADMINISTRATIVE SERVICES  
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR

*Back-Up Sheets require Totals for each MBE Category*

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

1ST / 2ND / 3RD / 4TH

Fiscal Year Period

2021-2022

ENTER THIS QTR-

Agency Name:	Charter Oak State College	Agency Number:	BORAA
Prepared by:	Rafaella Almeida	E-mail:	<a href="mailto:ralmeida@charteroak.edu">ralmeida@charteroak.edu</a>
Tel. # -	860-515-3765	Please submit a digital copy of this form to <a href="mailto:Joshua.Goldberg@ct.gov">Joshua.Goldberg@ct.gov</a>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 18,830,581.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ -
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ -

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 137,986.81	30	\$ 316,941.52	79

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 8,186.73	5	\$ 30,579.81	18
--	-------------	---	--------------	----

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)	\$ -			
B) Asian (A)	\$ -			
C) Black (B)	\$ -			
D) Disabled Individual (D)	\$ -			
E) Hispanic (H)	\$ -			
F) Iberian Peninsula (I)	\$ -			
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)	\$ 3,417.69	2	\$ 17,199.59	7
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]	\$ 3,417.69	2	\$ 17,199.59	7
MBE TOTAL {Lines A - W}	\$ 3,417.69		\$ 17,199.59	



Fiscal Year  
2021-2022

FY QUARTER PERIOD	3RD Quarter	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			NO

Agency Name:	Charter Oak State College		
Report Prepared by:	Rafaella Almeida	Agency Number:	
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
RYAN BUSINESS SYSTEMS INC	0000001404	\$ 3,164.13	W
INFOSHRED	PCARD	\$ 253.56	W
SADITZ	PCARD	\$ 3,443.53	S
SUBURBAN STATIONAIRS	PCARD	\$ 418.41	S
ALPHAGRAPHICS OF HARTFORD	PCARD	\$ 907.10	S
SBE/MBE TOTAL		\$ 8,186.73	

DEPARTMENT OF ADMINISTRATIVE SERVICES  
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR

*Back-Up Sheets require Totals for each MBE Category*

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

1ST / 2ND / 3RD / 4TH

Fiscal Year Period

2021-2022

ENTER THIS QTR-

Agency Name:	Charter Oak State College	Agency Number:	BORAA
Prepared by:	Rafaella Almeida	E-mail:	<a href="mailto:ralmeida@charteroak.edu">ralmeida@charteroak.edu</a>
Tel. # -	860-515-3765	Address:	

Please submit a digital copy of this form to [Joshua.Goldberg@ct.gov](mailto:Joshua.Goldberg@ct.gov)

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 18,830,581.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ -
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ -

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 169,125.23	28	\$ 486,066.75	107

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 9,426.66	7	\$ 40,006.47	25
---	-------------	---	--------------	----

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)	\$ -			
B) Asian (A)	\$ -			
C) Black (B)	\$ -			
D) Disabled Individual (D)	\$ -			
E) Hispanic (H)	\$ -			
F) Iberian Peninsula (I)	\$ -			
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)	\$ 1,809.16	2	\$ 17,199.59	9
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]	\$ 1,809.16	2	\$ 17,199.59	9
MBE TOTAL {Lines A - W}	\$ 1,809.16		\$ 17,199.59	

Fiscal Year  
2021-2022

FY QUARTER PERIOD	4TH Quarter	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			NO

Agency Name:	Charter Oak State College		
Report Prepared by:	Rafaella Almeida	Agency Number:	
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
RYAN BUSINESS SYSTEMS INC	0000001404	\$ 1,588.68	W
EXECUTIVE LANDSCAPING INC	0000001831	\$ 2,133.24	S
R & C ELECTRIC LLC	0000001765	\$ 3,016.00	S
INFOSHRED	PCARD	\$ 220.48	W
SADITZ	PCARD	\$ 1,930.20	S
SUBURBAN STATIONAIRS	PCARD	\$ 239.01	S
ALPHAGRAPHICS OF HARTFORD	PCARD	\$ 299.05	S
SBE/MBE TOTAL		\$ 9,426.66	

DEPARTMENT OF ADMINISTRATIVE SERVICES  
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR

*Back-Up Sheets require Totals for each MBE Category*

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

1ST / 2ND / 3RD / 4TH

Fiscal Year Period

2022-2023

ENTER THIS QTR-

Agency Name:	Charter Oak State College	Agency Number:	BORAA
Prepared by:	Rafaella Almeida	E-mail:	<a href="mailto:ralmeida@charteroak.edu">ralmeida@charteroak.edu</a>
Tel. # -	860-515-3765	Address:	

Please submit a digital copy of this form to [Joshua.Goldberg@ct.gov](mailto:Joshua.Goldberg@ct.gov)

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 21,867,212.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 2,438,654.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 609,664
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 152,416

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 348,332.19	34	\$ 348,332.19	34

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 10,023.73	9	\$ 10,023.73	9
---	--------------	---	--------------	---

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)	\$ -			
B) Asian (A)	\$ -			
C) Black (B)	\$ -			
D) Disabled Individual (D)	\$ -			
E) Hispanic (H)	\$ -			
F) Iberian Peninsula (I)	\$ -			
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)	\$ 3,175.25	3	\$ 3,175.25	3
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]	\$ 3,175.25	3	\$ 3,175.25	3
MBE TOTAL {Lines A - W}	\$ 3,175.25		\$ 3,175.25	

Fiscal Year  
2022-2023

FY QUARTER PERIOD	1st Quarter	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			NO

[illegible]

Section 46a-68-81  
Assignment of  
Responsibility

## **Section 46a-68-81: ASSIGNMENT OF RESPONSIBILITY and MONITORING**

The ultimate responsibility for adherence to affirmative action and equal opportunity rests directly with the President, Edward Klonoski. To assure compliance, the President holds regular meetings with the college leadership, Human Resources, and the EEO Specialist focusing on the following:

1. Human relations and intergroup relations;
2. Non-discriminatory employment practices;
3. The legal authority for affirmative action and equal employment opportunity and the appointing authority's commitment to affirmative action;
4. Review of the Affirmative Action Plan;
5. Identification of obstacles in meeting the goals of the Affirmative Action Plan.

Dr. John-Paul Chaisson-Cardenas, VP of Diversity, Equity, and Inclusion is Charter Oak State College's Equal Employment Opportunity and Affirmative Action Officer. The EEO Officer reports directly to the President on all matters concerning affirmative action, equal employment opportunity, diversity, equity, sexual harassment and discrimination. Some of the duties and responsibilities include:

- The development of the Affirmative Action Plan; including the maintenance and monitoring of the AA Plan;
- Initiating and maintaining contact with recruiting sources and organizations serving members of protected classes;
- Training and informing the College of developments in affirmative action/equal employment opportunity laws; and
- Mitigating any discriminatory conduct, investigating complaints and keeping the President and managerial staff aware of any changes with affirmative action/equal employment opportunity policies, laws and regulations.

In order to perform all necessary functions, the EEO Officer has access to all related records, files and material needed to develop the plan. Over the next Plan period, Ms. Cannon-Klemenz will spend 100% of her time directly handling AA/EEO duties and responsibilities and will report directly to the president on all EEO/AA matters at the College in accordance to the regulations.

Charter Oak State College's leadership will assess the feasibility of establishing an employee advisory committee for the College consisting of a cross section of employees. An Advisory Committee has not been established as these functions are carried out through other committees, e.g., leadership committee.

The President evaluates and monitors the affirmative action performance of the Deans, managers, supervisors, faculty and other employees assigned affirmative action responsibilities subject to Chapters 67 and 68 of the Connecticut General Statutes; such performance will be considered in promotion and merit increase decisions.

No employee or student shall be coerced, intimidated, or retaliated against for the performance of any affirmative action/equal employment opportunity duties. If there is such an occurrence, it shall be brought directly to the attention of the President or EEO Officer. The President will be informed of such incidents in consultation with the VP for Administration, Provost, and Human Resources. Any employee so aggrieved may independently file a complaint with the Commission on Human Rights and Opportunities (CHRO) or Equal Employment Opportunity Commission (EEOC), provided that nothing shall preclude the College from disciplining or discharging an employee for just cause.

Charter Oak State College shall maintain and submit a record of each person performing any duty related to the

development or implementation of the affirmative action plan by name, job, title and percentage of time devoted to affirmative action duties and outline specific responsibilities. If the equal employment opportunity officer performs other duties, the plan will identify such duties.

Charter Oak State College is committed to affirmative action and equal employment opportunity. Each person in the organization who plays a role in assisting in any responsibilities of the Affirmative Action Plan is given an overview of his/her obligations and responsibilities and is completely supported by the President. This is a listing of the employees with Charter Oak State College who have assisted in the development and implementation of the Affirmative Action Plan.

*Affirmative Action Plan Team Responsibilities*

<u>Name/Title</u>	<u>% of Time</u>	<u>Race/ Gender</u>	<u>Responsibility</u>
<b>President</b> Edward Klonoski	15	W/M	Appointing Authority, Oversees the AA/EEO responsibilities and program development & directly oversees staff and employee performance. Monitors budget.
<b>Chief Administrative Officer</b> Michael Moriarty	15	W/M	Oversees all administrative functions for the College, including, but not limited to, oversight of HR Shared Services functions, fiscal functions.
<b>Dean of Academic Affairs</b> David Ferreira	15	W/M	Oversees the Academic Affairs functions and supports activities related to AA/EEO.
<b>EEO Officer/EEO Team</b> John-Paul Chaisson-Cardenas Nicholas D'Agostino Rebecca Cannon-Klemenz	5 5 15	H/M W/M T/F	100% of the EEO team is dedicated to EEO and Affirmative Action; EEO performs these functions as part of the EEO Department which included EEO functions of CT State Community College, System Office and CT State community College.  As the VP of DEI for CT State, Dr. Chaisson-Cardenas is the VP over EEO and oversees EEO for CT State, SO and COSC.  As the Director of EEO, Mr. D'Agostino oversees the day-to-day operations and EEO Compliance for CT State, SO and COSC.  For COSC, Ms. Cannon-Klemenz oversees and manages all AA/EEO compliance operations and functions, including but not limited to recruitment and search committee activities, discrimination complaints, provides records & data and handles mandatory reporting requirements. Develops AAP. Maintains all related records & required documentation.



<b>Human Resources</b> Leslyene Dos Santos Dina Wulinski	25 25	H/F W/F	Oversees compliance with the recruitment and selection process, including job posting creation. HR also handles matters related to employee conduct, policy enforcement, and personnel management.
<b>Directors and Administrators</b> Multiple Employee	10	Multiple	Oversees all personnel within the College and compliance with HR/EEO/AA and other policies and procedures for the effective management of personnel within the College.

Charter Oak State College has developed an internal reporting system to continually audit, monitor and evaluate programs essential for a successful Affirmative Action Plan. The College is aware that the success of the affirmative action program is tantamount to the leadership of the President and the collaborative efforts of the EEO, Human Resource staff and other managers, supervisors and the team that performed duties related to the development and implementation of the AA Plan.

The President holds meetings regularly with the EEO to discuss the hiring and promotional activity, successful program development and the accomplishment of goals and any barriers in meeting goals. Key managers including, but not limited to, the Chief Administrative Officer and Chief Academic Officer (who serves as the Diversity, Equity and Inclusion lead) are briefed on all current affirmative action and equal employment opportunity matters. Topics discussed include, but are not limited to, hiring, promotional and programmatic goals, the recruitment and search process and the formation of diverse search committees, diversity of staff and students, development of related programs, potential upward mobility opportunities, complaint investigations, and other related AA/EEO issues.

Each search committee includes members of protected classes as reflective of the workforce as best as possible. They are given their charge regarding affirmative action responsibilities prior to the commencement of their review and evaluation of the applicants that applied. They are briefed about the screening process, especially regarding the development of selection criteria, interview questions are created and approved prior to the interview process; and they are advised of guidelines that are in compliance with laws and regulations and legal questions to be considered for interview purposes.

EEO develops and issues an annual Affirmative Action Plan summary report containing the overall status of the program, results achieved toward established objectives, identification of any particular problems encountered and recommendations for corrective actions needed. This report and the AA Plan are reviewed with the President prior to submission. Subsequent updates and/or reports occur periodically throughout the reporting period.

**CHARTER OAK STATE COLLEGE**  
**AFFIRMATIVE ACTION PLAN EXECUTIVE SUMMARY**  
**REPORTING PERIOD: DECEMBER 1, 2020 – NOVEMBER 30, 2022**

### **Overall Status of the Affirmative Action/Equal Employment Opportunity Program**

The Charter Oak State College ("COSC") remains committed to a policy of affirmative action, equal employment opportunity, diversity, inclusion, and equity in the workplace. The COSC has just submitted the COSC plan which covers the reporting period December 1, 2020 – November 30, 2022 and details our efforts, goals, and responsibilities, and establishes our new hiring, promotional and programmatic goals for 2022-2024.

Copies of the Affirmative Action Plan is available in both paper and electronic form. Copies can be made available through the Human Resources Office, the President's office, and can be downloaded from the CSCU Website. As a public document, the Plan was (and remains) available for review by employees, and the general public throughout the entire reporting period. The respective unions were encouraged to review the last AA Plan and direct any comments in writing the Equal Employment Opportunity Officer. During the past reporting period, no comments were received.

The COSC is committed to ensuring that the workforce is in parity with the relevant labor market area, demonstrating good faith efforts to achieving hiring, promotion and program goals, and addressing all deficiencies, omissions and errors as noted by the Commission on Human Rights and Opportunities (CHRO).

### **Affirmative Action, Equal Employment Opportunity, Diversity and Equity Responsibilities**

The College strives to be in compliance with the CT Commission on Human Rights and Opportunities (CHRO), Equal Employment Opportunity Commission (EEOC) and the Office of Civil Rights (OCR) mandatory requirements and related laws, statutes and regulations.

The COSC has a responsibility for compliance with affirmative action, equal employment opportunity, diversity, inclusion and equity, Americans with Disabilities Act (ADA) and Title IX mandates and to set an example for the entire CSCU system to embrace these initiatives.

### **Affirmative Action Plan (AAP) Requirements**

The CT Affirmative Action Regulations require that the ultimate responsibility for promoting and enforcing affirmative action rests with the Appointing Authority or Agency Head.

The COSC is required to file an annual Affirmative Action Plan for the current reporting period that covers the timeframe covering December 1, 2020 – November 30, 2022. CHRO reviews the AAP by the Regulations "Standard of Review" and by enforcing affirmative action and equal employment opportunity compliance.

The AAP has seventeen (17) narrative and statistical elements that analyze different parts of the employment process at each stage of the hiring & selection process. Some parts of the AAP required by CT Regulations include:

- Analyzing all personnel activity including all hiring, promotions, upward mobility opportunities and separations in the workforce;
- Reviewing the employment process to identify barriers to affirmative action, equal employment opportunity, diversity, inclusion and equity;
- Tracking all applicants through the entire employment process to identify the step at which they are no longer considered for the position;
- Setting hiring and promotional goals by comparing the workforce with similar job categories in the available census, labor, educational and other sources of data;

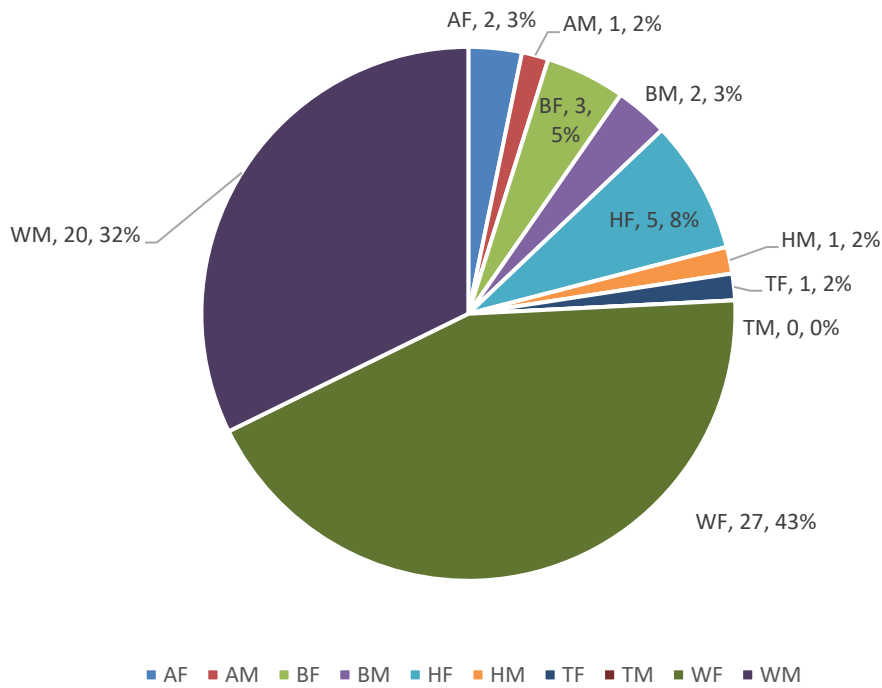
The most critical part of the AA Plan is the Goals Analysis narrative section. The CT CHRO Regulations require this section to be complete and detailed about every applicant that applies for every position during the reporting period. This section is difficult to develop and requires that each search committee is responsible for providing documentation and detailed reasons for selection or non-selection of every applicant.

The standard that agencies must show “good-faith efforts” when hiring non-goal candidates. Good faith efforts definition means the degree, care and diligence which a reasonable person would exercise in the performance of legal duties and obligations at a minimum it includes all those efforts reasonably to achieve the full and fair compliance. It includes efforts toward full statutory and regulation requirements.

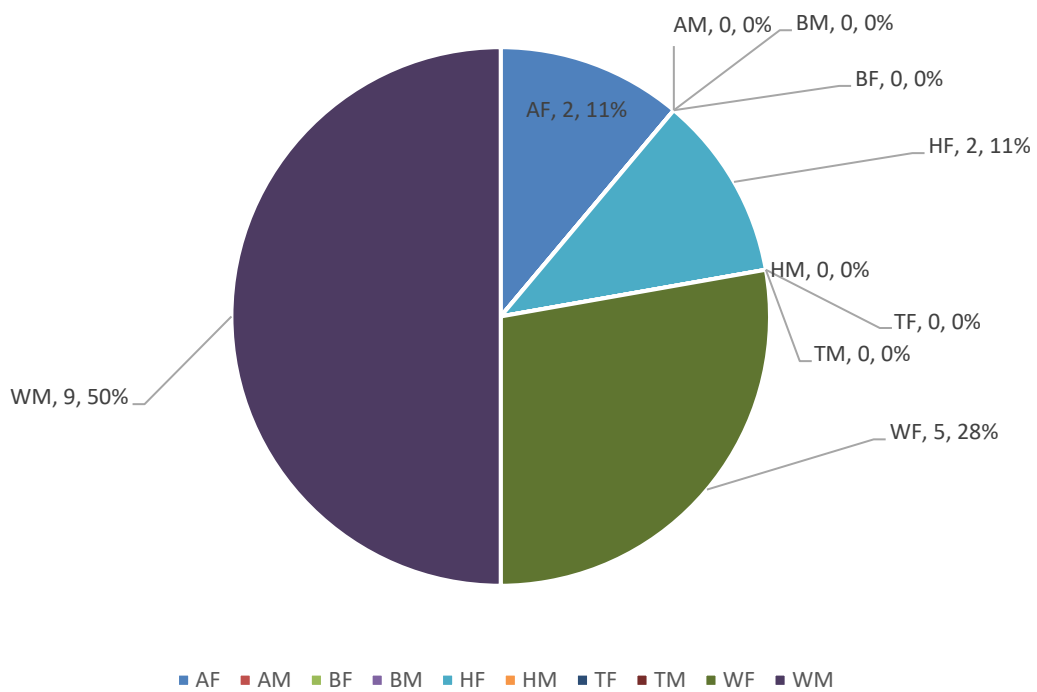
## Charter Oak State College Workforce

				WORKFORCE ANALYSIS										Fom 83A
				TOTAL WORKFORCE										
AGENCY:		Charter Oak State College						REPORTING DATE:		November 30, 2022				
OCCUPATIONAL CATEGORY/JOB TITLE		GRAND	TOTAL	TOTAL	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES	
		TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Executive/Managerial		18	9	9	9	5	0	0	0	2	0	2	0	0
%TOTAL		100.0%	50.0%	50.0%	50.0%	27.8%	0.0%	0.0%	0.0%	11.1%	0.0%	11.1%	0.0%	0.0%
Professional		44	15	29	11	22	2	3	1	3	1	0	0	1
%TOTAL		100.0%	34.1%	65.9%	25.0%	50.0%	4.5%	6.8%	2.3%	6.8%	2.3%	0.0%	0.0%	2.3%
TOTAL		62	24	38	20	27	2	3	1	5	1	2	0	1
%TOTAL		100.0%	38.7%	61.3%	32.3%	43.5%	3.2%	4.8%	1.6%	8.1%	1.6%	3.2%	0.0%	1.6%

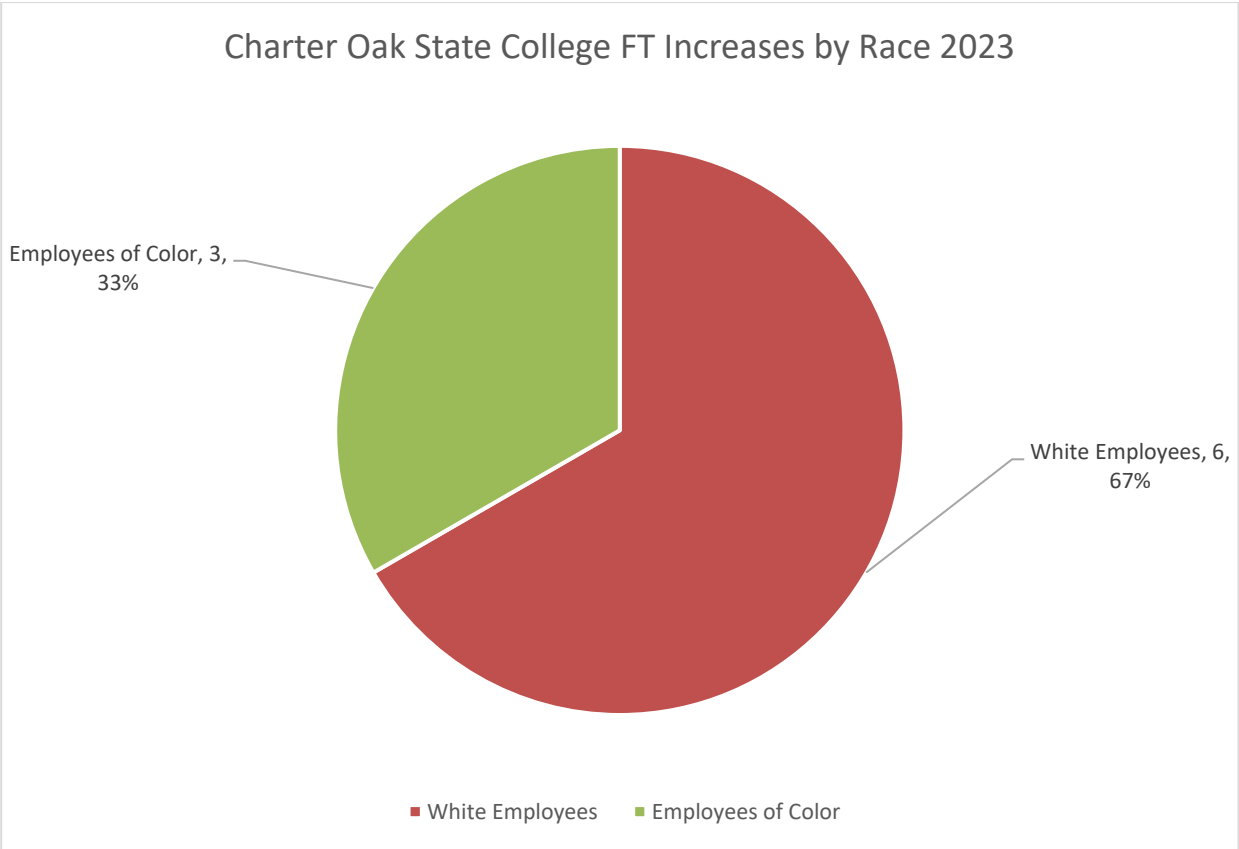
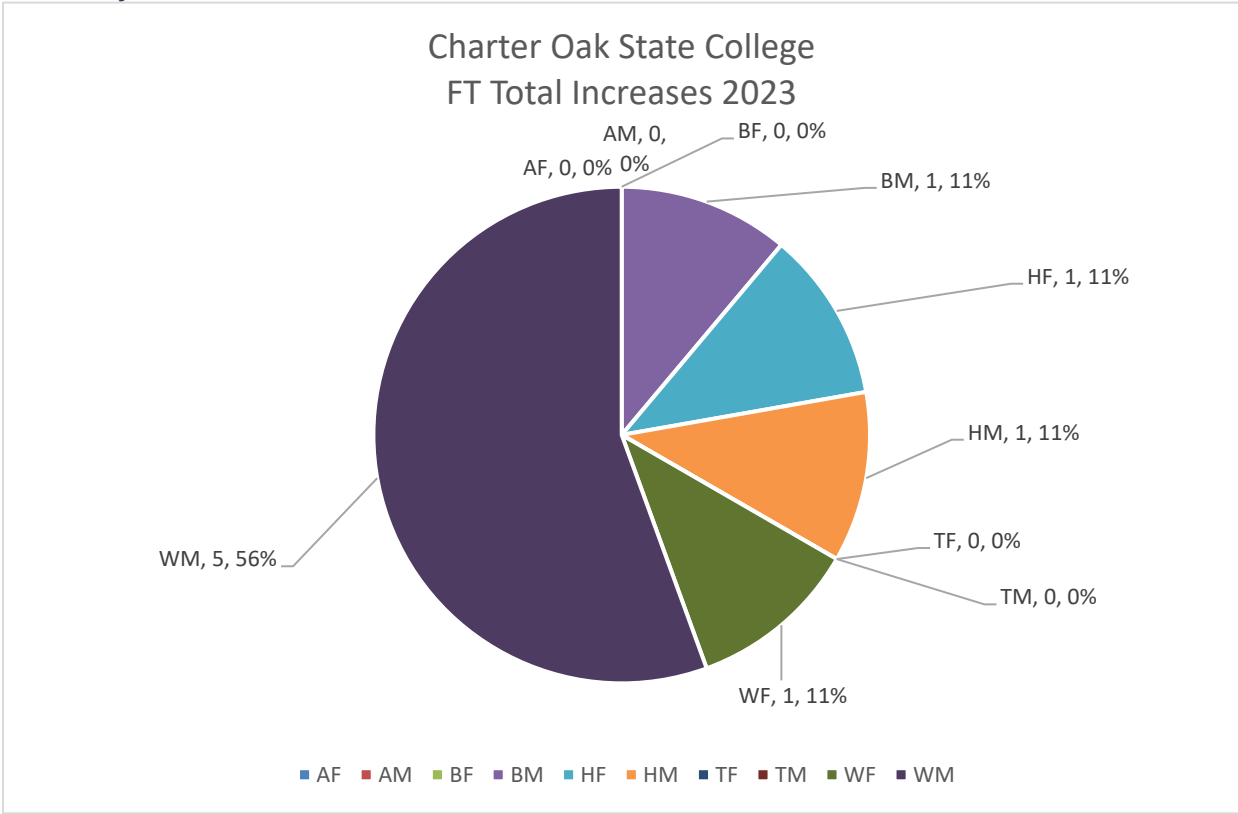
### Charter Oak State College Total Workforce 2023



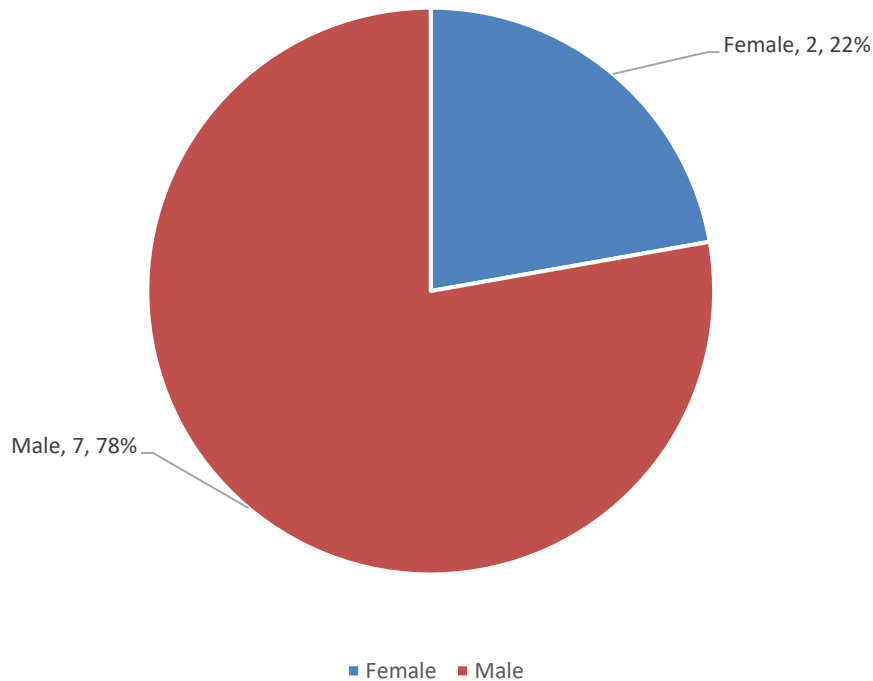
### Charter Oak State College Executive Workforce 2023



Summary of 2021-2022 Increases to the Shoreline-West Workforce:



### Charter Oak State College FT Increases by Sex 2023



### Summary of the 2020-2022 Affirmative Action Plan Achievements:

#### 2020-2022 Goal Achievements

EEO Category	Goals Established	Hires	Promotions	Goal Achievement
Executive	H: 1WF, 1BF P: NONE	2WM	NONE	0 out of 2 increases met goals or 0%
Professional Non-Faculty-All other Titles	H: 2BF, 2HM, 1AM, P: None	5WM, 1Wf, 1BM, 1HM, 1HF	NONE	1 out of 5 goals or 20%
<b>Program Goals</b>				
Program Goals	3 Established			3 out of 3 or 100%
<p>1. Continue to work with each College department head to ensure that open job announcements are posted to the listserv of all Associations their department is a member.</p> <p><b>Goal Achievement:</b> This goal was achieved. In addition to departmental listservs and networks, COSC transitioned to HR Shared Services and began coordinating recruitment efforts through this program. As such, job announcements reached both national and local sources, targeted recruitments occurred for specialized fields, and COSC, EEO, and Talent worked together to ensure we received diverse qualified applicant pools.</p>				

2. Continue to work with CADEP to increase the outreach to under-utilized groups.

**Goal Achievement:** This goal was achieved. In addition to broadening recruitment efforts through HR Shared Services, COSC has collaborated with CADEP to advertise their positions and attend scheduled meetings to network. Members of EEO remain members of CADEP and continue to utilize the expertise within this group.

3. Continue to work with the other State Colleges and Universities for offerings to our employees of diversity and inclusion workshops.

**Goal Achievement:** This goal was achieved. COSC has offered systemwide opportunities for training on DE&I for their staff members. Additionally, COSC has utilized the Equal Employment Opportunity Shared Service to provide all new hires with the required training diversity and sexual harassment training. This will continue as a standing practice going forward.

## Summary of the 2020-2022 Affirmative Action Goals and Objectives

The following hiring and promotion goals have been set for the period December 1, 2022 – November 30, 2024 in accordance with Regulations of Connecticut State Agencies Section 46a-68-85.

### Statewide/National – AA Plan Goals

Executive/Administrative/Managerial	H: 3WF, 1BM, 1BF, 1HM, 1AM P: NONE
Professional – All Other Titles	H: 1HM, 2AF P: NONE

### PROGRAM GOALS:

The College sets the goals below to enhance its efforts to ensure affirmative action and equal employment opportunity compliance.

1. The College will support the CSCU System Office's goal to train all managers within the College on DEI, EEO, Civil Rights, and Managing a Diverse workforce.

Responsible persons: DEI and EEO Center of Excellence.

Timeframe: Completion by June 30, 2023.

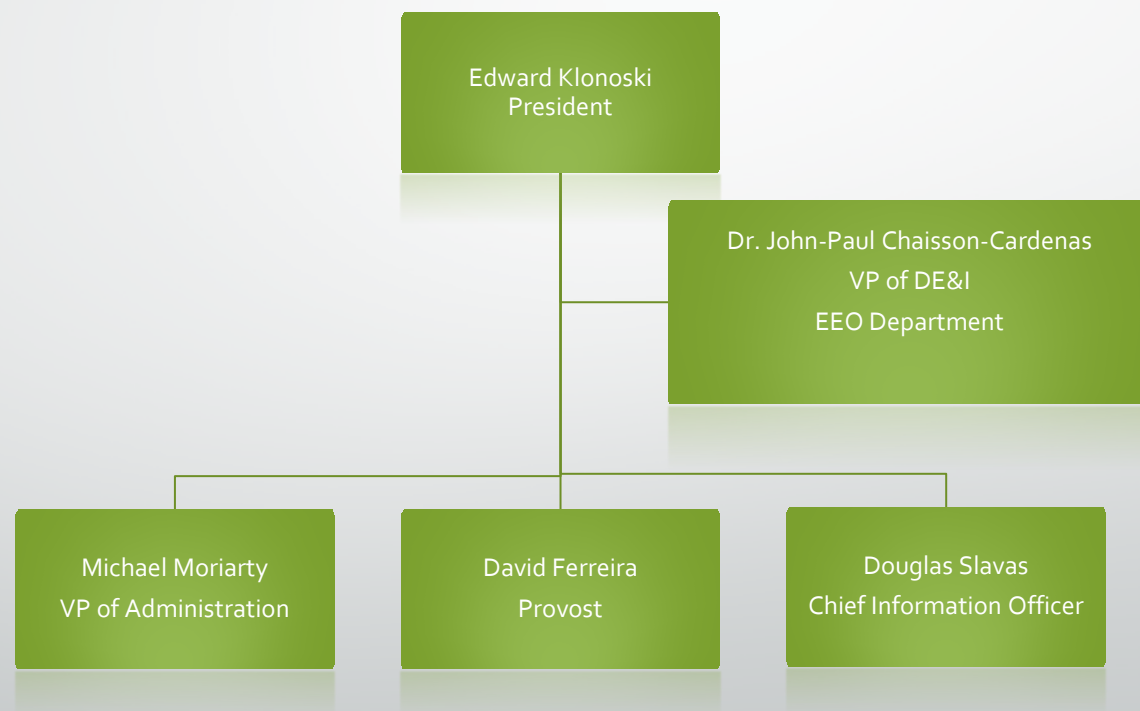
2. The College will support the CSCU System Office's goal to train all staff on Domestic Violence.

Responsible persons: DEI and EEO Center of Excellence.

Timeframe: Completion by June 30, 2024.



# Charter Oak State College



# Section 46a-68-82

## Organizational Analysis

## **ORGANIZATIONAL ANALYSIS**

The Job Title Classification Study for Charter Oak State College puts all jobs under positions with no opportunity for advancement because of the uniqueness of the responsibilities within each position. Thus, all job classification are without promotional opportunity.

### **ADMINISTRATIVE POSITIONS (4 positions)**

President

Executive 1, Provost and VP of Academic Affairs

Executive 1, VP of Administration & Chief Financial Officer

Executive 1, Chief Information Officer

Director 2, Admissions

Director 2, Academic Services

Director 2, Registrar

Director 2, Marketing & Public Relations

Director 1, Financial Aid

Director 1, Institutional Effectiveness

Director 1, Bursar

Director 1, RN to BSN Program Director (vacant)

Director 1, Masters, Organizational Effectiveness & Leadership Program Director

Director 1, Health Sciences and Technology Program Director

Director 1, Early Childhood and Child Youth Development Program Director

Director 1, Controller

Director 1, Academic Programs

Director 1, Instructional Design

### **PROFESSIONAL POSITIONS (64 positions)**

Associate Director, Associate Registrar

Associate Director, Admissions (2 positions)

Associate Director, Prior Learning Assessment

Associate Director, Programmer IV

Associate Director, Database Administrator

Associate Director, Student Information Systems Analyst

Associate Director, Systems Administrator

Assistant Director, Academic Services

Assistant Director, Health Information Management

Assistant Director, Financial Aid

Assistant Director, Instructional Designer I (2 positions)

Assistant Director, Alternate Route to Certification in Early Childhood Education

Assistant Director, Corporate Recruitment & Alumni Relations

Assistant Director, Technical Support Manager

Assistant Director, AVHS Coordinator & Instructional Designer

Assistant Director, Marketing, Technology and Communications

Professional/Technical, Data Center Administrator

Professional/Technical, Manager for Personnel and Finance  
Professional/Technical Associate, Associate Director, Development and  
Executive Assistant to the President  
Senior Associate, Academic Counselor (5 positions)  
Senior Associate, Admissions Counselor (3 positions)  
Senior Associate, Financial Aid Counselor (2 positions)  
Senior Associate, Associate Bursar  
Senior Associate, Associate Controller  
Senior Associate, Enrollment Counselor  
Senior Associate, Accessibility Specialist  
Senior Associate, Assistant Coordinator, ECE ARC  
Senior Associate, Instructional Design  
Associate 2, Enrollment Services Associates (3 positions)  
Associate 2, Assistant Bursar (2 positions)  
Associate 2, Assistant Registrar (2 positions)  
Associate 2, Assistant to the Provost  
Associate 2, System Administrator  
Associate 2, Staff Accountant  
Associate 1, Registrar Office  
Assistant 2, Administrative Assistant/Receptionist

**PART-TIME POSITIONS (7 positions)**

Assistant Director, Research Associate  
Assistant Director, Degree Audit & Transfer  
Senior Associate, Marketing and Communications  
Senior Associate, Academic Counselor  
Senior Associate, Associate Bursar  
Associate 2, Academic Affairs  
Associate 2, Registrar Office

**TEMPORARY POSITIONS (5)**

Assistant, Academic Services (2 positions)  
Assistant, Technology Support  
Foundation Accountant  
Test Proctor (vacant)

**ADJUNCT FACULTY/TUTOR POSITIONS (255)**

**STUDENT WORKER POSITIONS (2)**

## OCCUPATIONAL CATEGORY STUDY

### CATEGORY

### PAY SCALE

#### Administrator

President	\$160,200 - \$199,600
Executive 1 (Provost & VP of Admin/CFO)	\$123,313 – 184,970
Manager 1	\$76,123 - \$114,184

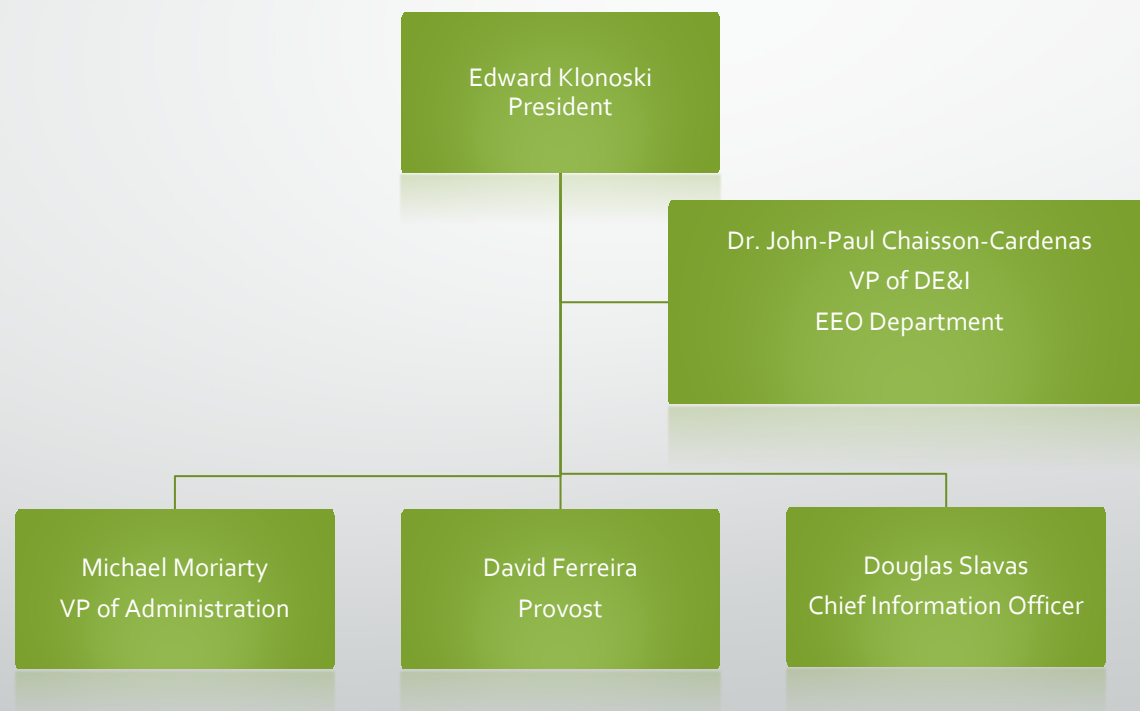
#### Professional

Director 2	\$98,792 - \$131,766
Director 1	\$85,949 - \$116,645
Associate Director	\$73,675 - \$ 98,228
Manager 1 (Professional/Technical)	\$76,123 - \$114,184
Assistant Director	\$67,534 - \$ 92,088
Senior Associate	\$64,465 - \$ 87,484
Professional 3 (Professional/Technical Associate)	\$64,793 - \$ 97,190
Associate 2	\$56,791 - \$ 78,278
Associate 1	\$49,805 - \$ 68,259
Assistant 2	\$42,980 - \$ 58,324

#### Temporary

Assistant 1 (Proctors)	Various Hourly Rates
------------------------	----------------------

# Charter Oak State College



# Section 46a-68-83

## Workforce Analysis

## **Section 46a-68-83: WORKFORCE ANALYSIS**

### **Subsection (a)**

Charter Oak State College reported the racial and sexual composition of the full-time employees for each office, position and position classification identified in the job title study on forms provided by the Commission on Human Rights and Opportunities (CHRO). A separate analysis was completed for the part-time workforce. The workforce analysis shall inventory the following:

1. Total agency workforce by occupational category with percentages of race and sex groups calculated for each occupational category;
2. Total agency workforce by office(s), position(s) and position classification(s) within each occupational category;

### **Subsection (b)**

Charter Oak State College has also provided the Commission on Human Rights and Opportunities (CHRO) with an age grouping report of the full-time workforce by occupational category, in five (5) year increments as prescribed by the CHRO; and

### **Subsection (c)**

Charter Oak State College has also provided the number of employees with disabilities in the full time workforce by occupational category. No employees identified as disabled during the reporting period.



## Form 83A

## Form 83A

REPORTING DATE: November 30, 2022

[illegible]

## Form 83B

REPORTING DATE: November 30, 2022

OCCUPATIONAL CATEGORY: EXECUTIVE/ADMINISTRATIVE/MANAGERIAL

[illegible]

	Charter Oak State College						REPORTING DATE:			November 30, 2022			
OCCUPATIONAL CATEGORY:	PROFESSIONAL, NON-FACULTY												
JOB TITLES	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES	
	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Academic Counselor	3	0	3		3								
Admissions Counselor	4	1	3				1	1	1		1		
Assistant Bursar	2	0	2		1		1						
Assistant Director Corporate Outreach	1	0	1		1								
Assistant Director, Marketing Technologies	1	1	0	1									
Assistant Registrar	2	0	2		1				1				
Assistant to the Provost	1	1	0	1									
Associate Bursar	1	0	1		1								
Associate Controller	1	0	1						1				
Associate Direcotr of Enterprise	1	1	0	1									
Associate Director of Admissions	2	2	0	2									
Associate Registrar	1	1	0	1									
Asst. Coordinator, Alt Rte to Cert	1	0	1		1								
Asst. Director, Accessibility Services	1	0	1		1								
Asst. Director, Financial Aid	1	0	1		1								
AVHS Coordinator & Instructional Deisgner	1	0	1		1								

	Charter Oak State College					REPORTING DATE:		November 30, 2022					
OCCUPATIONAL CATEGORY:	PROFESSIONAL, NON-FACULTY												
JOB TITLES	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES	
	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Director of Institutional Advancement	1	0	1		1								
Director PLA	1	0	1		1								
Enrollment Counselor	1	1	0	1									
Enrollment Services Associate	2	0	2		2								
Executive Asst, CFO & President	1	0	1		1								
Financial Aid Counselor	2	0	2		1		1						
HIM Associate	1	0	1		1								
Instructional Designer	2	1	1	1	1								
Program Director, BSW	1	1	0			1							
Programmer IV	1	1	0							1			
Sr. Assoc. Instructional Design	1	0	1		1								
Staff Accountant	1	1	0			1							
Staff Associate - Registrar	1	0	1		1								
System Administrator I	1	1	0	1									
System Administrator II	1	1	0	1									
System Administrator III	1	0	1		1								
Technical Support Manager	1	1	0	1									
<b>PROFESSIONAL NON-FACULTY TOTAL</b>	<b>44</b>	<b>15</b>	<b>29</b>	<b>11</b>	<b>22</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>TOTAL STATEWIDE Workforce</b>	<b>62</b>	<b>24</b>	<b>38</b>	<b>20</b>	<b>27</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>

**Note: EEO and COSC leadership conducted an audit of leadership positions within COSC. Based on this review, 14 formerly classified PNF titles were moved into the executive EEO category.**

**WORKFORCE ANALYSIS**  
**FULL-TIME WORKFORCE BY LABOR MARKET AREA**

Form 83C

AGENCY: Charter Oak State College

REPORTING DATE: November 30, 2022

LABOR MARKET AREA: NATIONAL

OCCUPATIONAL CATEGORY	GRAND	TOTAL	TOTAL	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES	
	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Executive/Managerial	18	9	9	9	5	0	0	0	2	0	2	0	0
Professional	44	15	29	11	22	2	3	1	3	1	1	0	0
TOTAL	62	24	38	20	27	2	3	1	5	1	3	0	0

**WORKFORCE ANALYSIS**

Form 83D

**FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA**AGENCY: Charter Oak State CollegeREPORTING DATE: November 30, 2022LABOR MARKET AREA: NATIONAL

OCCUPATIONAL CATEGORY	JOB TITLE	GRAND	TOTAL	TOTAL	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES	
		TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
<b>Executive/Managerial</b>	Bursar	1	0	1						1				
	Chief Financial Officer	1	1	0	1									
	Chief Information Officer	1	1	0	1									
	Controller	1	1	0	1									
	Coord, Early Childhood & Yth Ed	1	0	1		1								
	Director Mktg & Public Relations	1	0	1		1								
	Director of Admissions	1	0	1		1								
	Director of Institutional Effectiveness	1	1	0	1									
	Director, Academic Services	1	0	1								1		
	Director, Financial Aid	1	1	0	1									
	Director, Masters in HCA/HI	1	0	1								1		
	Director, Masters in Org	1	1	0	1									
	Director, Undergraduate Programs	1	0	1						1				
	HIM Director	1	0	1		1								
	Instructional Design Director	1	1	0	1									
	President	1	1	0	1									
	Provost & VP of Academic Affairs	1	1	0	1									
	Registrar	1	0	1		1								
	<b>Subtotal</b>	18	9	9	9	5	0	0	0	2	0	2	0	0

OCCUPATIONAL CATEGORY	JOB TITLE	GRAND	TOTAL	TOTAL	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES	
		TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Professional Non-Faculty	Academic Counselor	3	0	3		3								
	Admissions Counselor	4	1	3				1	1	1		1		
	Assistant Bursar	2	0	2		1		1						
	Assistant Director Corporate Out	1	0	1		1								
	Assistant Director, Marketing Te	1	1	0	1									
	Assistant Registrar	2	0	2		1				1				
	Assistant to the Provost	1	1	0	1									
	Associate Bursar	1	0	1		1								
	Associate Controller	1	0	1						1				
	Associate Direcotr of Enterprise	1	1	0	1									
	Associate Director of Admissions	2	2	0	2									
	Associate Registrar	1	1	0	1									
	Asst. Coordinator, Alt Rte to Cer	1	0	1		1								
	Asst. Director, Accessibility Serv	1	0	1		1								
	Asst. Director, Financial Aid	1	0	1		1								
	AVHS Coordinator & Instructional	1	0	1		1								
	Director of Institutional Advancer	1	0	1		1								
	Director PLA	1	0	1		1								
	Enrollment Counselor	1	1	0	1									
	Enrollment Services Associate	2	0	2		2								
	Executive Asst, CFO & Presiden	1	0	1		1								
	Financial Aid Counselor	2	0	2		1		1						
	HIM Associate	1	0	1		1								
	Instructional Designer	2	1	1	1	1								
	Program Director, BSW	1	1	0			1							
	Programmer IV	1	1	0							1			
	Sr. Assoc. Instructional Design	1	0	1		1								
	Staff Accountant	1	1	0			1							
	Staff Associate - Registrar	1	0	1		1								
	System Administrator I	1	1	0	1									
	System Administrator II	1	1	0	1									
	System Administrator III	1	0	1		1								
	Technical Support Manager	1	1	0	1									
	<b>Professional Subtotal</b>	44	15	29	11	22	2	3	1	3	1	1	0	0
	<b>National/Statewide TOTAL</b>	62	24	38	20	27	2	3	1	5	1	3	0	0

## Form 83E

**REPORTING DATE:** 11/30/2022

[illegible]



## DISABLED WORKFORCE

Form 83F

AGENCY: Charter Oak State College

REPORTING DATE: November 30, 2022

OCCUPATIONAL CATEGORY	TOTAL
Executive/Managerial	0
Professional	1
	0
	0
	0
	0
	0
TOTAL	1

### TOTAL PART-TIME WORKFORCE

Form 83H

AGENCY: Charter Oak State College

REPORTING DATE: November 30, 2022

[illegible]

# Section 46a-68-84 Availability Analysis

## **Section 46a-68-84: AVAILABILITY ANALYSIS**

### **Subsection (a)**

As a preparatory step in determining whether protected classes are fully and fairly utilized in the workforce, Charter Oak State College conducted an analysis by occupational category to determine the availability base of protected group members for employment. A separate analysis will be conducted for position classifications in each occupational category that employs more than twenty-five (25) or more employees when necessary. A separate analysis can be performed for any job title requiring unique skills, abilities or educational qualifications.

The Availability Analysis shall:

1. Examine the job content of each office; position and position classification within an occupational category or, where appropriate, the job content of a position classification.
2. Identify the relevant labor market area.
3. 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.

### **Subsection (b)**

In calculating availability, the following information and data sources were referred to when developing this section of the Affirmative Action Plan.

1. Employment figures: 2014-2018 Census Data
2. The racial and sexual composition of persons in promotable and transferable offices, positions and position classifications: Promotable pools are used in some occupational categories where promotions occur.

### **Subsection (c)**

In calculating availability, following information and data sources may be used when developing the Affirmative Action Plan.

1. Population figures;
2. Client Population figures;
3. Figures for Educational, technical and training program graduates and participants; the Digest of Educational Statistics - Table 314.40 and Table 315.20.
4. Any other relevant source.

### **Subsection (d)**

For each occupational category, position classification or job title analyzed, Charter Oak State College's Affirmative Action Plan provides the name of each source consulted and each basis for selection of each source and copies of the specific data sources are included.

The Charter Oak State College's Affirmative Action Plan also documents the data source used and justifications for using them for each occupational category and includes the worksheets to detail the specific information used to create the Availability Analysis.

## **Section 46a-68-84: AVAILABILITY ANALYSIS**

### **Subsection (e)**

Any job title that had twenty-five (25) or more employees in an occupational category where only the entry level positions are fulfilled by hiring and the other job titles in the series are filled by promotion, the availability base shall be calculated by an agency for the entire series and goals will be set for the entire series.

### **Subsection (f)**

The availability base is calculated by determining the sources used to fill positions and the percentage of positions filled from that source. This percentage is the weight that has been assigned to each source. The total weight for all sources cannot exceed one hundred percent (100%).

The percent of each race and sex group for each relevant source used in the College's Availability Analysis was multiplied by the weight given to the corresponding sources resulting in the weighted factor. The weighted factors for each race and sex group are added to determine the availability base for each race and sex group in each occupational category, position classification or job title analyzed.

### **Subsection (g)**

The Affirmative Action Plan substantiated the manner in which the availability base is calculated. The worksheets of the sources used are included.

### **Subsection (h)**

As part of its review, the Commission on Human Rights and Opportunities (CHRO) reserves the right to determine the appropriateness of information and data used in subsection of this section. CHRO also reserves the right to accept or reject such information or data used in the Affirmative Action Plan. The College with the consent of the Executive Director of the Commission on Human Rights and Opportunities (CHRO) may analyze additional labor market areas when specific requirements of the job profile, such as geography proximity, so require.

**Charter Oak State College  
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:  
JOB TITLE:

**Executive**  
**All titles**

REPORTING DATE:  
LABOR MARKET AREA:

**11/30/2022**  
**Statewide/National**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE 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	RS	VW	WF
Employment data (Census)	38.1	30	11.4	61.9	30	18.6	29.2	30	8.8	50.3	30	15.1	3.2	30	1.0	3.8	30	1.1	3.2	30	1.0	5.2	30	1.6	1.5	30	0.5	1.9	30	0.6	1.1	30	0.3	0.6	30	0.2
Promotable Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Other: Digest of Ed (National)	42.3	70	29.6	57.7	70	40.4	33.0	70	23.1	42.2	70	29.5	3.9	70	2.7	7.1	70	5.0	2.8	70	2.0	4.5	70	3.2	2.2	70	1.5	3.0	70	2.1	0.5	70	0.4	0.8	70	0.6
Other: None	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAILABILITY BASE PERCENTAGE			41.0			59.0			31.9			44.6			3.7			6.1			3.0			4.8			2.0			2.7			0.7			0.8

**Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Education and Childcare Administrators (11-9030)**

11-9030	13945	5315	8630	4070	7020	445	535	440	730	205	260	155	85
Total	13945	5315	8630	4070	7020	445	535	440	730	205	260	155	85
Percentage	100.0%	38.1%	61.9%	29.2%	50.3%	3.2%	3.8%	3.2%	5.2%	1.5%	1.9%	1.1%	0.6%
<b>Promotable Pool</b>													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Part-Time Pool</b>													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

**US Dept. Ed. National Center for Education Statistics, IPEDS, November 2022: Executive**

Management	255575	108215	147360	84249	107965	10046	18215	7113	11413	5522	7611	1285	2156
Total	255575	108215	147360	84249	107965	10046	18215	7113	11413	5522	7611	1285	2156
Percentage	100.0%	42.3%	57.7%	33.0%	42.2%	3.9%	7.1%	2.8%	4.5%	2.2%	3.0%	0.5%	0.8%
<b>Other source</b>													
	0	0	0										
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	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 LMA	Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Education and Childcare Administrators (11-9030)	Statewide data utilized in this category.	30% value weight as Executive/Administrative positions require advanced degrees and relevant/current experience. With updated data - CT Executives utilized as many of our positions are filled by those employed in CT
Promotable	N/A	There are no promotable pool identified	N/A
Part-Time Workforce	N/A	Positions are filled by hires in this job title.	0% value weight.
Fall Student Populations	N/A	N/A	N/A
Digest of Ed. Statistics	US Dept. of Ed IPEDS Data November 2022-Table 314.40: Management	Positions are often filled by national searches for executive level positions. Management titles chosen as titles at the EEO 1 level are highly competitive and are often filled by those currently employed in similar positions.	70% Value weight as Executive/Administrative positions require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches and are often currently employed at the postsecondary level.

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

Charter Oak State College AVAILABILITY ANALYSIS																																					
OCCUPATIONAL CATEGORY: JOB TITLE:		Professional Non-Faculty All Remaining Titles												REPORTING DATE: LABOR MARKET AREA:						11/30/2022 Statewide/National																	
AVAILABILITY SOURCE		TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNP I* MALE			AAIANHNP I* FEMALE			TWO or MORE MALE			TWO or MORE 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			
Employment data (Census)		34.3	30	10.3	65.7	30	19.7	26.1	30	7.8	50.3	30	15.1	2.8	30	0.8	5.1	30	1.5	3.2	30	1.0	6.6	30	2.0	1.6	30	0.5	2.4	30	0.7	0.5	30	0.2	1.3	30	0.4
Promotable Pool		0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool		0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population		0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Digest of Ed Stats (National)		32.2	70	22.5	67.8	70	47.5	23.0	70	16.1	46.3	70	32.4	3.5	70	2.5	8.3	70	5.8	3.0	70	2.1	6.9	70	4.8	2.2	70	1.5	4.9	70	3.4	0.6	70	0.4	1.3	70	0.9
Digest of Ed Stats (National)		0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAILABILITY BASE PERCENTAGE				32.8			67.2			23.9			47.5			3.3			7.3			3.1			6.8			2.0			4.1			0.6			1.3
Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350 & Education and childcare administrators : 11-9030 / 0230																																					
25-XXXX/2350	15935	5010			10925			3740			8005			405			990			530			1235			285			460			50			235		
11-9030/0230	13949	5245			8704			4070			7020			445			535			440			730			205			264			85			155		
Total	29884	10255			19629			7810			15025			850			1525			970			1965			490			724			135			390		
Percentage	100.0%	34.3%			65.7%			26.1%			50.3%			2.8%			5.1%			3.2%			6.6%			1.6%			2.4%			0.5%			1.3%		
Promotable Pool																																					
N/A	0	0			0			0			0			0			0			0			0			0			0			0			0		
Total	0	0			0			0			0			0			0			0			0			0			0			0			0		
Percentage	0	0			0			0			0			0			0			0			0			0			0			0			0		
Part-Time Pool -																																					
N/A	0	0			0			0			0			0			0			0			0			0			0			0			0		
Percentage	0	0			0			0			0			0			0			0			0			0			0			0			0		
OTHER SOURCE - N/A																																					
Total	0	0			0			0			0			0			0			0			0			0			0			0			0		
Percentage	0	0			0			0			0			0			0			0			0			0			0			0			0		
Digest of Ed. Statistics, Table 314.40, Fall 2020: Multiple Titles																																					
Bus & Financial Ops	218069	58449			159620			41452			107215			5677			19527			5937			16859			4379			13149			1004			2870		
Comm, Soc Svc, Leg, Arts etc.	178960	77371			101589			57645			71838			9647			12070			6038			10401			2709			5050			1332			2230		
Healthcare Pract. And Tech	106565	29832			76733			19435			51005			2652			9334			2672			6933			4568			8189			505			1272		
Librarians, Curators and Arch.	37133	10970			26163			8777			20185			654			2123			819			1612			569			1760			151			483		
Stud. & Acad. Affs & Ed Svc.	165703	51083			114620			35069			77151			6407			15921			5543			12673			3103			6542			961			2333		
Total	706430	227705			478725			162378			327394			25037			58975			21009			48478			15328			34690			3953			9188		
Percentage	100.0%	32.2%			67.8%			23.0%			46.3%			3.5%			8.3%			3.0%			6.9%			2.2%			4.9%			0.6%			1.3%		
OTHER SOURCE - N/A																																					
	0	0			0			0			0			0			0			0			0			0			0			0			0		
Percentage	0	0			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 LMA	Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350 & Education and childcare administrators : 11-9030 / 0230							The hiring area is statewide for this job category. Categories identified based on experience in higher education.										30% value weight as Professional Non-faculty positions are recruited from CT, often requiring previous and/or current work experience in the discipline/field.																			
Promotable	N/A																																				
Part-Time Workforce	N/A																																				
Fall Student Populations	N/A																																				
Digest of Ed. Statistics	Digest of Ed. Statistics, Table 314.40 - various administrative/professional positions.							The hiring area is statewide; however, we do recruit nationally and hire across statelines for various professional level positions.										70% value weight. Most hires are recruited primarily statewide; however, some national hires do occur.																			
Digest of Ed. Statistics	N/A																																				

## Charter Oak State College Executive Availabilty Backup Data 2022

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Enter Search Terms Here		Total All Groups	Hispanic or Latino	White	Black or African American	American Indian /Alaska Native	Asian	Native Hawaiia n /Pacific Islander	Balance of not Hispanic or Latino	
				alone	n alone	alone	alone	alone		
Education and childcare administrators : 11-9030 / 0230	Total	13,950	1,170	11,090	980		4	465	0	240
Education and childcare administrators : 11-9030 / 0230	Male	5,315	440	4,070	445		0	205	0	155
Education and childcare administrators : 11-9030 / 0230	Female	8,630	730	7,020	535		4	260	0	85
Education and childcare administrators : 11-9030 / 0230	Percent Total	100.0%	8.4%	79.5%	7.0%		0.0%	3.3%	0.0%	1.7%
	Percent Male	38.1%	3.2%	29.2%	3.2%		0.0%	1.5%	0.0%	1.1%
Education and childcare administrators : 11-9030 / 0230	Percent Female	61.9%	5.2%	50.3%	3.8%		0.0%	1.9%	0.0%	0.6%

Source: 2014-2018 ACS 5-Year EEO Estimates

The table below is a summary of the above data

Title	Total	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF	
Education and childcare administrators : 11-9030 / 0230	13,945	4,070	7,020	445	535		440	730	205	260	155	85
	13,945	4,070	7,020	445	535		440	730	205	260	155	85



# Charter Oak State College

# Availability Backup Data 2022

Connecticut EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography (Universe: Civilian labor force 16 years and over)  
 Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Enter Search Terms Here		Total All Groups	Hispanic or Latino						Balance of not Hispanic or Latino
				White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	
Education and childcare administrators : 11-9030 / 0230	Total	13,950	1,170	11,090	980	4	465	0	240
Education and childcare administrators : 11-9030 / 0230	Male	5,315	440	4,070	445	0	205	0	155
Education and childcare administrators : 11-9030 / 0230	Female	8,630	730	7,020	535	4	260	0	85
Education and childcare administrators : 11-9030 / 0230	Percent Total	100.0%	8.4%	79.5%	7.0%	0.0%	3.3%	0.0%	1.7%
Education and childcare administrators : 11-9030 / 0230	Percent Male	38.1%	3.2%	29.2%	3.2%	0.0%	1.5%	0.0%	1.1%
Education and childcare administrators : 11-9030 / 0230	Percent Female	61.9%	5.2%	50.3%	3.8%	0.0%	1.9%	0.0%	0.6%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Total	15,935	1,765	11,740	1,395	10	735	0	285
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Male	5,010	530	3,740	405	0	285	0	50
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Female	10,925	1,235	8,005	990	10	450	0	235
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Total	100.0%	11.1%	73.7%	8.8%	0.1%	4.6%	0.0%	1.8%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Male	31.4%	3.3%	23.5%	2.5%	0.0%	1.8%	0.0%	0.3%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Female	68.6%	7.8%	50.2%	6.2%	0.1%	2.8%	0.0%	1.5%

Source: 2014-2018 ACS 5-Year EEO Estimates

The table below is a summary of the above data

Title	Total	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
Other teachers and instructors, education	15,935	3,740	8,005	405	990	530	1,235	285	460	50	235
Education and childcare administrators : 11-9030 / 0230	13,949	4,070	7,020	445	535	440	730	205	264	85	155
	29,884	7,810	15,025	850	1,525	970	1,965	490	724	135	390

[illegible]

**Table 314.40. Employees in degree-granting postsecondary institutions, by race/ethnicity, sex, employment status, control and level of institution, and primary occupation: Fall 2020**

Sex, employment status, control and level of institution, and primary occupation	Total	White	Black, Hispanic, Asian, Pacific Islander, American Indian/Alaska Native, and Two or more races								Race/ethnicity unknown	Non-resident alien\1\
			Total	Per-cent\2\	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
<b>Males</b>	<b>1,695,000</b>	<b>1,081,250</b>	<b>418,138</b>	<b>27.9</b>	<b>135,017</b>	<b>128,037</b>	<b>121,428</b>	<b>3,139</b>	<b>7,772</b>	<b>22,745</b>	<b>75,291</b>	<b>120,321</b>
Faculty (instruction/research/public service)	734,605	503,916	159,099	24.0	40,858	40,227	66,453	1,114	2,868	7,579	36,429	35,161
Instruction	666,208	470,304	144,284	23.5	39,031	37,349	57,195	1,048	2,753	6,908	33,600	18,020
Research	53,446	23,404	11,052	32.1	1,017	2,039	7,379	47	74	496	2,328	16,662
Public service	14,951	10,208	3,763	26.9	810	839	1,879	19	41	175	501	479
Graduate assistants	188,950	74,779	34,679	31.7	6,275	10,964	13,080	212	370	3,778	9,680	69,812
Librarians, curators, and archivists	11,432	8,777	2,193	20.0	654	819	497	13	59	151	358	104
Student and academic affairs and other education services	54,167	35,069	16,014	31.3	6,407	5,543	2,503	222	378	961	2,247	837
Management	112,001	84,249	23,966	22.1	10,046	7,113	4,825	194	503	1,285	3,097	689
Business and financial operations	61,752	41,452	16,997	29.1	5,677	5,937	3,921	149	309	1,004	2,521	782
Computer, engineering, and science	142,355	93,300	35,882	27.8	8,194	10,649	13,998	249	567	2,225	4,891	8,282
Community, social service, legal, arts, design, entertainment, sports, and media	81,424	57,645	19,726	25.5	9,647	6,038	2,073	241	395	1,332	3,427	626
Healthcare practitioners and technicians	33,660	19,435	10,397	34.9	2,652	2,672	4,428	46	94	505	2,117	1,711
Service occupations	128,494	68,995	53,563	43.7	26,661	19,394	4,346	390	1,116	1,656	4,943	993
Sales and related occupations	3,626	2,205	1,243	36.0	562	419	122	9	26	105	163	15
Office and administrative support	64,588	36,374	24,612	40.4	9,218	9,934	3,544	133	417	1,366	2,626	976
Natural resources, construction, and maintenance	63,774	45,894	15,318	25.0	6,106	6,675	1,215	124	551	647	2,289	273
Production, transportation, and material moving	14,172	9,160	4,449	32.7	2,060	1,653	423	43	119	151	503	60
<b>Females</b>	<b>2,116,104</b>	<b>1,337,840</b>	<b>606,332</b>	<b>31.2</b>	<b>230,960</b>	<b>185,670</b>	<b>139,442</b>	<b>4,020</b>	<b>10,853</b>	<b>35,387</b>	<b>86,070</b>	<b>85,862</b>
Faculty (instruction/research/public service)	754,810	513,010	180,267	26.0	63,574	43,535	58,040	1,276	3,485	10,357	38,623	22,910
Instruction	697,046	482,855	165,326	25.5	60,753	40,227	50,322	1,211	3,313	9,500	35,976	12,889
Research	41,575	19,342	10,458	35.1	1,504	2,362	5,827	43	97	625	2,099	9,676
Public service	16,189	10,813	4,483	29.3	1,317	946	1,891	22	75	232	548	345
Graduate assistants	188,509	86,886	43,686	33.5	10,878	13,640	13,448	196	545	4,979	10,006	47,931
Librarians, curators, and archivists	27,078	20,185	5,978	22.8	2,123	1,612	1,496	94	170	483	731	184
Student and academic affairs and other education services	120,147	77,151	37,469	32.7	15,921	12,673	5,379	325	838	2,333	4,394	1,133
Management	151,785	107,965	39,395	26.7	18,215	11,413	6,672	210	729	2,156	3,764	661
Business and financial operations	166,489	107,215	52,405	32.8	19,527	16,859	11,941	354	854	2,870	5,379	1,490
Computer, engineering, and science	97,001	57,042	31,014	35.2	7,445	7,669	13,664	118	407	1,711	3,238	5,707
Community, social service, legal, arts, design, entertainment, sports, and media	105,822	71,838	29,751	29.3	12,070	10,401	4,093	300	657	2,230	3,497	736
Healthcare practitioners and technicians	81,994	51,005	25,728	33.5	9,334	6,933	7,806	111	272	1,272	3,485	1,776
Service occupations	96,407	44,379	47,152	51.5	22,341	18,467	4,015	288	738	1,303	3,680	1,196
Sales and related occupations	6,942	4,153	2,487	37.5	1,186	831	233	21	42	174	269	33
Office and administrative support	310,471	191,770	108,037	36.0	46,778	40,728	12,398	706	2,041	5,386	8,651	2,013
Natural resources, construction, and maintenance	5,528	3,483	1,736	33.3	868	560	171	15	41	81	241	68
Production, transportation, and material moving	3,121	1,758	1,227	41.1	700	349	86	6	34	52	112	24
title	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF		
Business financial	41,452	107,215	5,677	19,527	5,937	16,859	4,379	13,149	1,004	2,870		
computers, engineering and science	93,300	57,042	8,194	7,445	7,669	10,649	14,814	14,189	2,225	1,711		
community social service, legal	57,645	71,838	9,647	12,070	6,038	10,401	2,709	5,050	1,332	2,230		
healthcare prcti	19,435	51,005	2,652	9,334	2,672	6,933	4,568	8,189	505	1,272		
librarians	20,185	20,185	654	2,123	819	1,612	569	1,760	151	483		
student ad academic affairs	35,069	77,151	6,407	15,921	5,543	12,673	6,542	6,542	961	2,333		
grad assist	74,779	86,886	6,275	10,878	10,964	13,640	13,662	14,189	3,778	4,979		
Management	84,249	107,965	10,046	18,215	7,113	11,413	5,522	7,611	1,285	2,156		

# Section 46a-68-85 Utilization Analysis

## **Section 46a-68-85: UTILIZATION ANALYSIS AND HIRING & PROMOTIONAL GOALS**

### **Subsection (a)**

To determine whether protected classes are fully and fairly utilized, the representation of protected group populations in the workforce shall be compared. The form and format prescribed by the Commission on Human Rights and Opportunities (CHRO) staff, to the availability of such persons for employment. Comparisons between the College's workforce and the availability base calculated in the Availability Analysis Section 46a-68-84 of the Connecticut State Regulations shall be done by occupational category, position classifications employing a significant number of persons and job titles for which a separate base was calculated.

### **Subsection (b)**

For each instance of underutilization identified in the Utilization Analysis, employment goals will be set to increase representation of protected class members in the Charter Oak State College workforce. The College shall set employment goals for job titles filled through original appointment or promotional appointment. The objective of such goals shall be to attain parity with the availability base for such protected class members.

### **Subsection (c)**

Where the underutilization of race and sex groups, considered individually, does not rise to the level to require a hiring or promotion goal, but where the underutilization of race sex groups, considered collectively is fifty percent (50%) or greater, a goal shall be set based on the race and sex group most underutilized in the occupational category, position classification or job title under consideration or for the race and sex group with the highest availability base.

Charter Oak State College

UTILIZATION ANALYSIS

AGENCY: Charter Oak State College  
 CATEGORY OR CLASS: EEO1 -EXECUTIVE  
 POSITION CLASSIFICATION (25+): All titles

REPORTING DATE: 11/30/2022  
 LABOR MARKET AREA: STATEWIDE/NATIONAL

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
WORKFORCE %		100.0%	50.0%	50.0%	50.0%	27.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
WORKFORCE PARITY %		100.0	41.0	59.0	31.9	44.6	3.7	6.1	3.0	4.8	2.0	2.7	0.7	0.8
WORKFORCE NOS.		18	9	9	9	5	0	0	0	2	0	2	0	0
WORKFORCE PARITY NOS.			7.4	10.6	5.7	8.0	0.7	1.1	0.5	0.9	0.4	0.5	0.1	0.1
NET UTILIZATION (+/-)			1.6	-1.6	3.3	-3.0	-0.7	-1.1	-0.5	1.1	-0.4	1.5	-0.1	-0.1
PREVIOUS UTILIZATION			0.5	-0.5	0.7	-0.2	-0.1	-0.2	-0.1	-0.1	-0.1	-0.1	0.0	0.0
*** Enter line E from previous filing														
HIRING GOALS	PREVIOUS PLAN GOALS	2	0	2	0	1	0	1	0	0	0	0	0	0
	CURRENT PLAN HIRES	2	2	0	2	0	0	0	0	0	0	0	0	0
	CURRENT PLAN GOALS	6	2	4	0	3	1	1	1	0	1	0	0	0
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0
NOTE:														

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

Charter Oak State College

UTILIZATION ANALYSIS

AGENCY: Charter Oak State College  
 CATEGORY OR CLASS: Professional Non-Faculty  
 POSITION CLASSIFICATION (25+): All Remaining Titles

REPORTING DATE: 11/30/2022  
 LABOR MARKET AREA: STATEWIDE/NATIONAL

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNP*		TWO or MORE		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	34.1%	65.9%	25.0%	50.0%	4.5%	6.8%	2.3%	6.8%	2.3%	0.0%	0.0%	2.3%	A
WORKFORCE PARITY %	100.0	32.8	67.2	23.9	47.5	3.3	7.3	3.1	6.8	2.0	4.1	0.6	1.3	B
WORKFORCE NOS.	44	15	29	11	22	2	3	1	3	1	0	0	1	C
WORKFORCE PARITY NOS.		14.4	29.6	10.5	20.9	1.5	3.2	1.4	3.0	0.9	1.8	0.3	0.6	D
NET UTILIZATION (+/-)		0.6	-0.6	0.5	1.1	0.5	-0.2	-0.4	0.0	0.1	-1.8	-0.3	0.4	E
PREVIOUS UTILIZATION		-2.5	2.3	0.1	2.5	0.1	-1.6	-1.9	0.2	-0.8	1.2	0.0	0.0	F
*** Enter line E from previous filing														
HIRING GOALS	PREVIOUS PLAN GOALS	5	3	2	0	0	0	2	2	0	1	0	0	G
	CURRENT PLAN HIRES	7	5	2	3	1	1	0	1	1	0	0	0	H
	CURRENT PLAN GOALS	3	1	2	0	0	0	0	1	0	0	2	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	O
NOTE:														

\*AAIANHNP = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

# Section 46a-68-86

## Employment Analysis



## **Section 46a-68-86: EMPLOYMENT ANALYSES**

The Charter Oak State College has undertaken a comprehensive review of the employment activity during the reporting period to identify policies and practices that perpetuate or build in barriers to equal employment. The agency has conducted the following analyses to ensure compliance with the regulations:

- 1) The College shall conduct a separate analysis for any occupational category or position classification for which a separate availability base has been calculated and employment activity has occurred during the reporting period through hire, termination or other personnel activity.
- 2) Appointments to job titles shall be further analyzed. The applicant flow analysis shall track applicants through the hiring or promotional process to identify the step at which they were no longer candidates for employment. Information shall be provided as required for reductions in workforce.
- 3) Each agency shall further provide information by occupational category on all matters involving personnel evaluations, discipline or other reductions in workforce.

The included charts reflect the College's analyses of these elements.

**Charter Oak State College**  
**EMPLOYMENT PROCESS ANALYSIS**

OCCUPATIONAL CATEGORY: Executive

DATE: November 30, 2022

POSITION OR POSITION CLASSIFICATION: All titles

LABOR MARKET AREA: Statewide/National

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNP*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	18	9	9	9	5	0	0	0	2	0	2	0	0
Workforce Number Prior Filing	3	2	1	2	1	0	0	0	0	0	0	0	0
Net Change(+or-)	15	7	8	7	4	0	0	0	2	0	2	0	0
Hires (including PT to FT)	2	2	0	2	0	0	0	0	0	0	0	0	0
Positions moved from Professional to Executive*	14	5	9	5	5	0	0	0	2	0	2	0	0
TRANSFER INTO Category	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Adjustment (Sex Correction)*	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Change (Job Classification Adjustment)	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Correction	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL INCREASES</b>	<b>16</b>	<b>7</b>	<b>9</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
TERMINATION/NON-RENEWAL	0	0	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	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	1	0	1	0	1	0	0	0	0	0	0	0	0
Employee moved to CT State	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL REDUCTIONS</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

**NOTES:**

\* COSC conducted a review of their job titles and EEO classifications. Based on this review, folks previously identified as professional where moved into the exective category based on scope of duties and leadership qualifications.

**Charter Oak State College**

**EMPLOYMENT PROCESS ANALYSIS**

**OCCUPATIONAL CATEGORY:** Professional Non-Faculty  
**POSITION OR POSITION CLASSIFICATION:** All Remaining Titles  
**LABOR MARKET AREA:** Statewide/National

**DATE:** November 30, 2022

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	44	15	29	11	22	2	3	1	3	1	0	0	1
Workforce Number Prior Filing	64	20	44	17	33	2	3	0	4	1	2	0	2
Net Change(+or-)	-20	-5	-15	-6	-11	0	0	1	-1	0	-2	0	-1
HIRES (incl. Pt to Ft)	7	5	2	3	1	1	0	1	1	0	0	0	0
RECLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER IN FROM ANOTHER CAMPUS	0	0	0	0	0	0	0	0	0	0	0	0	0
DATA Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	7	5	2	3	1	1	0	1	1	0	0	0	0
RESIGNATIONS	3	1	2	0	1	1	0	0	0	0	0	0	1
RETIREMENTS	8	2	6	2	6	0	0	0	0	0	0	0	0
JOB CATEGORY MOVED to EXECUTIVE	0	0	0	0	0	0	0	0	0	0	0	0	0
TERMINATION	2	2	0	2	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion out	0	0	0	0	0	0	0	0	0	0	0	0	0
XFER OUT OF Class - Moved to Executive	14	5	9	5	5	0	0	0	2	0	2	0	0
TOTAL REDUCTIONS	27	10	17	9	12	1	0	0	2	0	2	0	1
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

\* COSC conducted a review of their job titles and EEO classifications. Based on this review, folks previously identified as professional where moved into the exective category based on scope of duties and leadership qualifications.

**Charter Oak State College**  
**APPLICANT FLOW ANALYSIS - HIRES**

**OCCUPATIONAL CATEGORY:**                    **Executive**  
**POSITION OR POSITION CLASSIFICATION:**   **All titles**  
**LOCATION:**                                        **Statewide/National**

**DATE:** **November 30, 2022**

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	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	0	0	B
Reemployment List	0	0	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	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	93	71	15	50	9	5	5	5	1	4	0	3	0	4	0	7	F
TOTAL APPLICANTS	93	71	15	50	9	5	5	5	1	4	0	3	0	4	0	7	G
TOTAL REJECTED APPLICANTS	71	56	9	39	4	4	4	4	1	3	0	3	0	3	0	6	H
TOTAL QUALIFIED APPLICANTS	22	15	6	11	5	1	1	1	0	1	0	0	0	1	0	1	I
WITHDRAWAL	3	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	L
TOTAL INTERVIEWED	19	13	5	10	5	1	0	0	0	1	0	0	0	1	0	1	O
Not offered Position	17	11	5	8	5	1	0	0	0	1	0	0	0	1	0	1	P
Offered Position	2	2	0	2	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	0	0	R
TOTAL ACCESSIONS*	2	2	0	2	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.

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

**Charter Oak State College**  
**APPLICANT FLOW ANALYSIS - HIRES**

**OCCUPATIONAL CATEGORY:** **Executive**  
**POSITION OR POSITION CLASSIFICATION:** **All titles**  
**LOCATION:** **Statewide/National**

**DATE:** **November 30, 2022**

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	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	0	0	B
Reemployment List	0	0	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	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	93	71	15	50	9	5	5	5	1	4	0	3	0	4	0	7	F
TOTAL APPLICANTS	93	71	15	50	9	5	5	5	1	4	0	3	0	4	0	7	G
TOTAL REJECTED APPLICANTS	71	56	9	39	4	4	4	4	1	3	0	3	0	3	0	6	H
TOTAL QUALIFIED APPLICANTS	19	13	5	10	5	1	0	0	0	1	0	0	0	1	0	1	I
WITHDRAWAL	3	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	L
TOTAL INTERVIEWED	19	13	5	10	5	1	0	0	0	1	0	0	0	1	0	1	O
Not offered Position	17	11	5	8	5	1	0	0	0	1	0	0	0	1	0	1	P
Offered Position	2	2	0	2	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	0	0	R
TOTAL ACCESSIONS*	2	2	0	2	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.

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

**Charter Oak State College**  
**APPLICANT FLOW ANALYSIS - PROMO**

There were no promotions during the reporting period

OCCUPATIONAL CATEGORY: **Executive**

DATE: **November 30, 2022**

POSITION OR POSITION CLASSIFICATION: **All titles**

LOCATION: **Statewide/National**

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN		
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN
Intra-agency	0	0	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	0	0
Reemployment List	0	0	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	0	0
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	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.

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

**Charter Oak State College**  
**APPLICANT FLOW ANALYSIS - HIRES**

**OCCUPATIONAL CATEGORY:** Professional Non-Faculty  
**POSITION OR POSITION CLASSIFICATION:** All Remaining Titles  
**LOCATION:** Statewide/National

**DATE:** November 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	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	0	0	B
Reemployment List	0	0	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	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	438	130	277	69	113	22	64	15	34	8	16	4	13	12	37	31	F
TOTAL APPLICANTS	438	130	277	69	113	22	64	15	34	8	16	4	13	12	37	31	G
TOTAL REJECTED APPLICANTS	286	90	178	42	71	17	36	13	26	7	9	2	9	9	27	18	H
TOTAL QUALIFIED APPLICANTS	152	40	99	27	42	5	28	2	8	1	7	2	4	3	10	13	I
WITHDRAWAL	27	13	11	7	3	1	1	1	1	1	3	1	0	2	3	3	L
TOTAL INTERVIEWED	34	15	17	10	9	3	4	1	2	0	1	0	1	1	0	2	O
Not offered Position	27	10	15	7	8	2	4	0	1	0	1	0	1	1	0	2	P
Offered Position	7	5	2	3	1	1	0	1	1	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	7	5	2	3	1	1	0	1	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.

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

**Charter Oak State College**  
**APPLICANT FLOW ANALYSIS - PROMOTIONS - Non-examined**

No promotions took place during the reporting period

**OCCUPATIONAL CATEGORY:** Professional Non-Faculty  
**POSITION OR POSITION CLASSIFICATION:** All Remaining Titles  
**LOCATION:** Statewide/National

**DATE:** November 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	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	0	0	B
Reemployment List	0	0	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	0	0	D
Transfer List	0	0	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	0	0	F
TOTAL APPLICANTS	0	0	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	0	0	H
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL INTERVIEWED	0	0	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	0	0	P
Offered Position	0	0	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	0	0	R
TOTAL ACCESSIONS*	0	0	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.

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



**OCCUPATIONAL CATEGORY: EXECUTIVE/ADMINISTRATIVE/MANAGERIAL****All in Category****November 30, 2022**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MALE</b>	<b>TL FEM</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
SERVICE RATING				5	6				1		1
Exceptional Performance	0	0	0								
Exceeded Performance Reqs/Exceeds Expectations	0	0	0								
Met Performance Reqs/Meets Expectations	0	0	0								
Failed To Meet Perf Reqs/Doesn't Meet Expectations	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

**OCCUPATIONAL CATEGORY: PROFESSIONAL NON-FACULTY****All in Category****November 30, 2022**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MALE</b>	<b>TL FEM</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
SERVICE RATING											
Excellent	<b>24</b>	6	18	4	17	1		1	1		
Good	<b>0</b>	0	0								
Satisfactory	<b>4</b>	0	4		1		1		1		1
Fair	<b>0</b>	0	0								
Unsatisfactory	<b>0</b>	1	0	1							
REPRIMANDS	<b>0</b>	0	0								
SUSPENSIONS	<b>0</b>	0	0								
DEMOTIONS											
Within Occ Category	<b>0</b>	0	0								
Lower Occ Category	<b>0</b>	0	0								
TRANSFERS											
Intra-agency	<b>0</b>	0	0								
Outside Agency	<b>0</b>	0	0								

Section 46a-68-87  
Identification of Problem Areas

## **Section 46a-68-87: IDENTIFICATION OF PROBLEM AREAS**

Each of the following items were examined by the Equal Employment Opportunity Specialist in conjunction with Human Resource to identify any non-quantifiable aspects of the employment process which may impede or prevent the full and fair participation of protected race/sex group members in the employment process:

**Employment Applications:** The Charter Oak State College (COSC) utilizes JAZZHR, and online recruitment tool, for unclassified positions. JAZZHR allows for applicants to submit all necessary application materials and allows for the search process to be well documented. There is no barrier identified.

**Job Qualifications:** COSC uses the minimum qualifications and at times preferred qualifications for unclassified positions as defined by the Connecticut State Colleges and Universities (CSCU) System. Neither set of qualifications is known to impede or prevent the full and fair participation of protected race/sex group members in the employment process. The Job Qualifications do demonstrate any barrier to the full and fair participation of protected race/sex group members in the employment process.

**Job Specifications:** COSC develops job specifications prior to its recruitment activity for unclassified positions. The hiring manager and/or Deans meet with the HR Director of Talent and Recruitment as well as the Human Resources Compensation and Classification Specialist to review job specifications and determines the essential functions of the position to assure they are job related. These are then reviewed by the Equal Employment Opportunity Specialist. The Job Specifications do not demonstrate any barrier to the full and fair participation of protected race/sex group members in the employment process.

**Recruitment Practices:** COSC follows the guidelines for recruitment practices established by the Connecticut State Colleges and Universities (CSCU) System. The COSC continually builds relationships with local organizations and with other recruitment sources locally and nationally. Additionally, the Talent and Recruitment Center of Excellence (HR) continually identifies viable recruitment sources for all unclassified positions. As a result of these efforts, nearly all recruitments have diverse and goal candidates within their pools.

The EEO Team in partnership with Human Resources is tasked with the responsibility of giving the affirmative action search charge to each search committee to assure there are no unfair hiring practices or any inherent biases during any part of the employment process.

Additionally, the EEO team continually monitors, through approval authority, the entire search process from the development of job specifications, development of a diverse recruitment plan, creating legal interview questions, having a fair and consistent process to evaluate the applicant pool, a complete and thorough review of search documentation by search committee members and conducting interviews fairly for all qualified applicants.

Additionally, to minimize the impacts of bias in the search process, all search committee members are required to complete Bias in the Interview Training.

COSC also has a continuous quality improvement approach to the search process to identify potential barriers in the process and leadership meets regularly to

There are no barriers identified that impede or prevent the full and fair participation of protected race/sex group members in the employment process.

**Personnel Policies:** COSC utilizes policies published by the Connecticut State Colleges and Universities (CSCU) for unclassified positions.

All CSCU personnel policies are established system wide and utilized at all campuses within

COSC. These policies are continually reviewed to ensure compliance with relevant laws and regulations.

Neither set of policies is known to impede or prevent the full and fair participation of protected race/sex group members in the employment process.

**Job Structuring:** There is no identified barrier related to the COSC's job structuring that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

**Orientation:** New employees receive orientation on their first day of hire and then by their respective department where they are assigned. The new employees and faculty members receive information on the AA/EEO policies, discrimination complaint process, sexual harassment prevention, Diversity Training, benefits and also collective bargaining information. They also receive information on the State Ethics Policy and other State and CSCU Policies.

There is no known barrier identified that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

**Training:** Employees are free to apply for training opportunities as covered by their respective collective bargaining agreements. Managers are encouraged to take advantage of training and professional development opportunities. COSC offer opportunities for training and in-service professional development opportunities to meet identified needs.

COSC will continue to closely monitor employee participation to ensure that they receive mandatory Diversity and Sexual Harassment. In addition, additional Sexual Harassment Prevention Training is available to employees online.

During the reporting period, COSC discovered a barrier in the compliance with the Sexual Harassment training. In 2022 due to staffing changes resulting in long standing vacancies in training compliance functions, the registration of new employees into relevant mandated training was not sustained. As such, the COSC will establish a programmatic goal to regain compliance in this training.

**Counseling:** Employment counseling is available to all employees within the College upon request. More information will be included in the Career Mobility Section of the Affirmative Action Plan.

The Employee Assistance Program (EAP) is also available to all employees within the College and to members of their family for counseling and professional support in dealing with personal, emotional, family or health problems. EAP assists with complex issues such as drug and alcohol dependency, single parenting, marital crisis, stress, financial uncertainty or emotional distress.

There is no known barrier that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

**Discrimination Complaint Process:** The Discrimination Complaint Process is in place across all locations of the College. COSC follows the Connecticut State Colleges and Universities Discrimination Complaint Policy and Procedures. The procedure is distributed to all employees, posted on bulletin boards and is also posted on the CSCU Website. This process allows for any employee to file complaints and provides for protections against retaliation.

There is no known barrier identified that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

**Evaluation:** COSC and respective leadership follows the respective collective bargaining agreements and the respective collective bargaining agreements and guidelines established by the CSCU System Office for

unclassified personnel evaluations.

There is no known barrier that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

**Layoffs:** Layoffs occur in accordance with policy and procedures. There were no layoffs throughout the College during the reporting period.

There is no known barrier identified that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

**Termination:** In the event of termination of employment, the COSC adheres to language in the respective collective bargaining agreements and applicable State Statutes.

There is no known barrier identified that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

COSC's leadership, DE&I and EEO Team, and assigned Human Resource professionals have examined all aspects of the employment process itemized in subsection (a) of this section and have not identified any employment policy or practice may impede or prevent the full and fair participation of individuals with disabilities and older persons in the workforce.

# Section 46a-68-88

## Program Goals

**Subsection (a)**

The Affirmative Action Regulations require that the Charter Oak State College examine all aspects of the employment process described in the Identification of Problem Areas element and set programmatic goals when any employment policy or practice may impede or prevent the full and fair participation of protected race and sex group members, individuals with disabilities or older persons.

No employment processes were identified as having an adverse impact on any protected race/sex group. Nevertheless, the College continues to be aggressive in its attempts to fulfill its affirmative action and equal employment opportunity commitments.

**Subsection (b)**

Program goals shall be meaningful, measurable and reasonably attainable and shall be consistent with Section 46a-68-92 Good Faith Efforts of the Affirmative Action Regulations to ensure:

1. The promotion of Equal Employment Opportunity and to achieve a workplace free of discrimination;
2. Opportunities for all qualified applicants including underutilized groups;
3. The utilization of a fair and non-discriminatory recruitment and selection process; and
4. That career development opportunities are available to all interested and qualified employees, including minorities and women.

**Subsection (c)**

Where the cooperation of another agency, CT State Community College, or University is essential to the implementation of a program goal, Charter Oak State College shall keep a record of each instance of contact with the respective organization whose cooperation is requested and the outcome of the request.

**Subsection (d)**

Charter Oak State College may elect to set program goals or the Commission on Human Rights and Opportunities (CHRO) may require that program goals be set for any employment policy or practice having an adverse impact upon a race and sex group or for any protected group not covered by this section whether or not that policy or practice was identified as having an adverse impact pursuant to Section 46a-68-87 of the Affirmative Action Regulations of Connecticut State Agencies.



## **2022 – 2024 PROGRAM GOALS**

While the Charter Oak State College has not identified any barriers in any of the employment processes within the Identification of Problem Areas element, the Region sets the goals below to enhance its efforts to ensure affirmative action and equal employment opportunity compliance.

1. The College will support the CSCU System Office's goal to train all managers within the College on DEI, EEO, Civil Rights, and Managing a Diverse workforce.  
Responsible persons: DEI and EEO Center of Excellence.  
Timeframe: Completion by June 30, 2023.
  
1. The College will support the CSCU System Office's goal to train all staff on Domestic Violence.  
Responsible persons: DEI and EEO Center of Excellence.  
Timeframe: Completion by June 30, 2024.

Section 46a-68-89  
Discrimination Complaint  
Process

## **Section 46a-68-89 DISCRIMINATION COMPLAINT PROCESS**

The Charter Oak State College (COSC) encourages all employees to utilize the internal grievance procedure adopted by the Board of Regents and the CSCU in all cases of alleged discrimination in employment based on any of the following factors: age, ancestry, color, national origin, gender identity or expression, genetic information, learning disability, marital status, intellectual disability, physical disability (including but not limited to blindness), present or past history of mental disability, prior criminal record, race, religious creed, sex (including pregnancy and sexual harassment), sexual orientation, retaliation for previously opposed discrimination or coercion, veteran status, members of the CT Civil Air Patrol, and workplace hazards to reproductive systems.

The procedure adheres to all regulatory expectations noted below:

- a) The plan shall include a report on the system to process and resolve employee allegations of discrimination consistent with chapter 67 and 68 of the Connecticut General Statutes. Such system shall provide for the expeditious resolution of grievances to assure that legal options for filing complaints with enforcement agencies are not foreclosed. The discrimination complaint process shall include:
  - 1) periodic training in counseling and grievance investigations for agency counselors;
  - 2) confidential counseling and procedures for informal resolution at the agency level by the equal employment opportunity officer;
  - 3) notice to employees that an agency discrimination complaint process is available;
  - 4) a guarantee of non-retaliation for the exercise of rights granted pursuant to this section;
  - 5) advisement of legal options to file complaints with the Commission on Human Rights and Opportunities; United States Equal Employment Opportunity Commission; United States Department of Labor, Wage and Hour Division; and any other agencies, state, federal or local, that enforce laws concerning discrimination in employment; and
  - 6) time frames not exceeding ninety (90) days for filing, processing and resolution of such matters.
- b) All records of grievances and dispositions thereof are maintained and reviewed on a regular basis by the equal employment opportunity officer to detect any patterns in the nature of the grievances. Records so retained shall be confidential except where disclosure is required by law.
- c) A summary of the matters alleged, the results thereof and the length of time required to resolve the grievance is included within this AA Plan. The plan shall provide information on the number of such complaints, investigating agency, whether such matter is currently pending or the outcome thereof. All records relevant to employee grievances filed under this section shall be maintained by the agency for examination by the Commission on Human Rights and Opportunities staff. As this is the first Regional affirmative action plan, a full report of complaints during the reporting period will be contained in the next submission.

## **CONNECTICUT STATE COLLEGES AND UNIVERSITIES**

### **Statement of Discrimination Complaint Policy & Procedure**

The Connecticut State Colleges and Universities (CSCU) has adopted a policy of "zero-tolerance" with respect to unlawful employee harassment. Accordingly, CSCU expressly prohibits any form of unlawful employee harassment based on The Connecticut State Colleges and Universities (CSCU) deems equal employment opportunity to be the education or employment of individuals without consideration of race, color, age, sex, (including sexual harassment, sexual assault, pregnancy and workplace hazards to reproductive systems), religious creed, marital status, national origin, ancestry, past or present history of mental disability, intellectual disability, learning disability, physical disability (including, but not limited to blindness), veteran status, Civil Air Patrol, gender identity or expression, sexual orientation, retaliation, or other factors which cannot lawfully be the basis for employment actions, unless there is a bona fide occupational qualification. CSCU will not request or require genetic information from job applicants or employees, or otherwise discriminate against any person in employment conditions on the basis of genetic information. Additionally, the Connecticut State Colleges and Universities (CSCU) will not discriminate against persons with a prior criminal conviction.

Improper interference with the ability of CSCU employees to perform their expected job duties will not be tolerated.

The following procedure provides periodic training in confidential counseling and grievance investigation for agency counselors. Confidential counseling is completely independent of any other grievance procedure presently in place. It is for the purpose of resolving employee allegations of discrimination at CSCU in an expeditious and informal manner.

This procedure, or submission of a complaint to this procedure, in no way precludes the submission of a complaint of a discriminatory nature to the Commission on Human Rights and Opportunities (CHRO), United State Equal Employment Opportunity Commission (EEOC), United States Department of Education Office of Civil Rights (OCR), United States Department of Justice, United States Department of Labor (DOL) Wage and Hour Division, and any other agencies, state, federal or local, that enforces laws concerning discrimination in employment or public service and accommodation nor, does the establishment of this procedure foreclose any other legal options available to the employee.

Violation of this policy may be grounds for disciplinary action, up to and including dismissal from State Service.

#### **Table of Contents**

- **Discrimination Complaint Procedure on Matters Other Than Sexual Harassment or Sexual Orientation**
- **Sexual Harassment Policy and Procedure**
- **Sexual Orientation Discrimination Policy and Procedure**
- **Discrimination Complaint Agencies**

## **Connecticut State Colleges and Universities Sexual Harassment Policy and Procedure**

### **Statement of Policy**

It is the policy of the Board of Regents of Higher Education to prohibit harassment of employees by another employee or supervisor on the basis of sex. The purpose of this policy is not to regulate our employees' personal morality; rather it is to assure a workplace that is free of sexual harassment. In this regard, sexually offensive activity will not be tolerated.

Violations of the policy may be grounds for disciplinary action, up to and including dismissal from State Service.

### **Definition**

Sexual harassment is a form of sex discrimination that is prohibited under both Connecticut law and Title VII of the Federal Civil Rights Act of 1964. See C.G.S. 46a-60(a) (8) and 29 C.F.R. 1604.11.

"Sexual harassment" is defined under Connecticut law as: "any unwelcome sexual advances or requests for sexual favors or any conduct of a sexual nature when (A) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (B) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (C) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment."

The Connecticut Courts have distinguished two general categories of sexually harassing behavior: Quid Pro Quo and Hostile Work Environment. The following are descriptions of conduct which constitute each category and are prohibited by this policy.

### **Quid Pro Quo (literally "this for that")**

Quid Pro Quo sexual harassment occurs when an economic or job benefit is conditioned upon the granting of sexual favors. It may also occur when an employee is punished for failing to grant sexual favors in the workplace.

In a Quid Pro Quo case, the sexual overture or conduct is generally clear: for example, the supervisor demands that an employee go out with him or her in exchange for a promotion.

Both federal and state law is violated if the employee's response to such an overture is used as the basis for an employment decision affecting the employee.

Quid Pro Quo harassment may be based on a single incident.

### **Hostile Work Environment**

Sexual harassment may also occur when there is unwanted sexual conduct that creates an intimidating, hostile or offensive work environment, or that has the effect of unreasonably

interfering with an individual's work performance. It is not necessarily to show a direct and tangible job or economic loss. This type of claim can be brought against anyone in the workplace, whether it is a supervisor or a coworker.

Conduct that will be considered a violation of this policy includes, but is not limited to the following:

- a. Verbal - includes sexual innuendoes, suggestive comments, insults, jokes of a sexual nature, sexual propositions and threats.
- b. Non-verbal - includes sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling and obscene gestures.
- c. Physical - unwanted physical contact, including touching, patting, grabbing, pinching, brushing the body, massaging, coerced sexual intercourse, rape, molestation, sexual assault and battery.
- d. Any other unwelcome conduct of a sexual nature.

### **Procedure for Handling and Investigating Sexual Harassment Complaints**

If you feel you have been a victim of sexual harassment please adhere to the following procedures:

- 1) Keep a record of the incidents of sexual harassment. Write down the details of the incident: the date, time and location, the names of any witnesses and your response. Include also any notes, letters, pictures, etc. Keep the records in a safe place.
- 2) Seek assistance from the Director of Diversity and Inclusion/or designee, any Human Resources staff member, supervisor or manager about the harassment or issues.
- 3) Supervisors and managers will contact the Director of Diversity and Inclusion or designee and refer the employee to the Director of Diversity and Inclusion or designee. The Director of Diversity and Inclusion or designee shall receive both written and verbal complaints and may assist the complainant in preparing a statement of allegations. Anonymous complaints and complaints from the public will also be investigated.
- 4) Within five (5) days of receiving a formal complaint of sexual harassment, the alleged harasser will be contacted by the Director of Diversity and Inclusion or designee to set up a meeting and will be presented with a copy of the complaint.  
The individual has the right to union representation or other representation at this meeting (as long as bargaining unit members have signed a waiver of union representation) and will be given an opportunity to respond to the charges alleged in the complaint.
- 5) All complaints will be investigated expeditiously by the Director of Diversity and Inclusion or designee.
- 6) Discipline will be applied if a violation of this policy is found to have occurred.

When a complaint is made the Director of Diversity and Inclusion or designee will have the duty of immediately bringing all sexual harassment and retaliation complaints to the confidential attention of the President.

interfering with an individual's work performance. It is not necessarily to show a direct and tangible job or economic loss. This type of claim can be brought against anyone in the workplace, whether it is a supervisor or a coworker.

Conduct that will be considered a violation of this policy includes, but is not limited to the following:

- a. Verbal - includes sexual innuendoes, suggestive comments, insults, jokes of a sexual nature, sexual propositions and threats.
- b. Non-verbal - includes sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling and obscene gestures.
- c. Physical - unwanted physical contact, including touching, patting, grabbing, pinching, brushing the body, massaging, coerced sexual intercourse, rape, molestation, sexual assault and battery.
- d. Any other unwelcome conduct of a sexual nature.

### **Procedure for Handling and Investigating Sexual Harassment Complaints**

If you feel you have been a victim of sexual harassment please adhere to the following procedures:

- 1) Keep a record of the incidents of sexual harassment. Write down the details of the incident: the date, time and location, the names of any witnesses and your response. Include also any notes, letters, pictures, etc. Keep the records in a safe place.
- 2) Seek assistance from the Director of Diversity and Inclusion/or designee, any Human Resources staff member, supervisor or manager about the harassment or issues.
- 3) Supervisors and managers will contact the Director of Diversity and Inclusion or designee and refer the employee to the Director of Diversity and Inclusion or designee. The Director of Diversity and Inclusion or designee shall receive both written and verbal complaints and may assist the complainant in preparing a statement of allegations. Anonymous complaints and complaints from the public will also be investigated.
- 4) Within five (5) days of receiving a formal complaint of sexual harassment, the alleged harasser will be contacted by the Director of Diversity and Inclusion or designee to set up a meeting and will be presented with a copy of the complaint.  
The individual has the right to union representation or other representation at this meeting (as long as bargaining unit members have signed a waiver of union representation) and will be given an opportunity to respond to the charges alleged in the complaint.
- 5) All complaints will be investigated expeditiously by the Director of Diversity and Inclusion or designee.
- 6) Discipline will be applied if a violation of this policy is found to have occurred.

When a complaint is made the Director of Diversity and Inclusion or designee will have the duty of immediately bringing all sexual harassment and retaliation complaints to the confidential attention of the President.

**Retaliation for Sexual Harassment Complaints**

Retaliation for having filed or participated in a complaint or investigation of sexual harassment will not be tolerated at the Connecticut State Colleges and Universities System Office or at any Connecticut State College or University.

**Records of Complaints and Confidentiality**

All records associated with complaints will be maintained in the Director of Diversity and Inclusion or designee's Office.

All complaints and investigations will be held in confidence until the conclusion of the investigation. Anyone involved in the intake, investigation, discipline and outcome of a complaint will be disciplined as appropriate for failing to protect the confidentiality of all involved in the investigation and outcome of a complaint.



## **Connecticut State Colleges and Universities Sexual Orientation Discrimination Policy and Procedure**

### **Statement of Policy**

All employees are prohibited from discriminating against another employee or agent of the Connecticut State Colleges and Universities (CSCU) on the basis of his/her sexual orientation, in accordance with Connecticut General Statutes, Section 46a-81c.

For purposes of this policy, "sexual orientation" means having a preference for heterosexuality, homosexuality, or bisexuality; having a history of such preference; or being identified with such preference.

The following shall be considered a discriminatory practice in violation of this policy and Connecticut General Statutes, Section 46a-81c:

- If an employer, except in the case of a bona fide occupational qualification or need, refuses to hire, or employ, or to bar or to discharge from employment any individual; or to discriminate against him/her in compensation or in terms, conditions, or privileges of employment because of the individual's sexual orientation, or
- If any person, employer, employment agency or labor organization, except in the case of bona fide occupational qualification or need, advertises employment opportunities in a manner that restricts such employment so as to discriminate against individuals because of their sexual orientation.

Nothing in this policy shall be deemed or construed to mean that CSCU authorizes or permits the use of numerical goals or quota, or other types of affirmative action programs, with respect to transgender status, homosexuality or bisexuality in the administration of this policy.

### **Procedure**

Any employee who feels that he or she is the victim of discrimination based on sexual orientation may file a written complaint with the Director of Diversity and Inclusion or designee.

<b>5.2</b>	<b>Sexual Misconduct Reporting, Supportive Measures and Processes Policy</b>	<b>20-103</b>	<b>2020-07-29</b>
------------	--	---------------	-------------------

**Board of Regents for Higher Education  
Connecticut State Colleges and Universities**

**Policy Regarding  
Sexual Misconduct Reporting, Supportive Measures and Processes Policy**

**STATEMENT OF POLICY**

The Board of Regents for Higher Education (BOR) in conjunction with the Connecticut State Colleges and Universities (CSCU) is committed to ensuring that each member of every BOR governed college and 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, including, sexual harassment, sexual assault, intimate partner violence and stalking. 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 intimate partner violence.

The BOR strongly encourages students, parents, bystanders and employees to report any instance of sexual misconduct, including sexual harassment, sexual assault, sexual exploitation, stalking and intimate partner violence. Title IX Coordinators will promptly address these matters and treat all parties equitably. In accordance with federal law Respondents will be presumed not responsible and receive no punitive treatment unless and until found responsible after due process. All BOR governed colleges and universities will provide complainants and respondents with supportive measures, including referral to agencies that provide medical attention, counseling, legal services, advocacy, referrals and general information regarding sexual misconduct.

All CSCU employees and support persons will make any limits of confidentiality clear before any disclosure of facts takes place. Other than confidential resources as defined below and employees who qualify as Campus Security Authorities under the Jeanne Clery Act, all CSCU employees are required to immediately communicate to the institution's Title IX Coordinator any disclosure or report of sexual misconduct received from a student as well as communicate any disclosure or report of sexual misconduct the employee received from another employee when misconduct is related to the business of the institution.

Affirmative consent must be given by all parties before engaging in sexual activity. Affirmative consent means an active, clear and voluntary agreement by a person to engage in sexual activity with another person. Sexual misconduct, as defined herein, is a violation of BOR policies and, in addition, may subject an accused student or employee to criminal penalties. The BOR and each of its governed colleges and universities are committed to providing an environment free of personal offenses. Sexual relationships of any kind between staff/faculty and students are discouraged pursuant to BOR policy.

The Board of Regents for Higher Education hereby directs the Connecticut State Colleges and Universities to implement the Policy stated above pursuant to the following provisions:

**TERMS, USAGE AND STANDARDS**

***Complainant*** means an individual who is alleged to be the victim of conduct that could constitute sexual harassment.

Sexual Misconduct Reporting  
Support Services and Processes Policy

**Consent** must be affirmed and given freely, willingly, and knowingly of each participant to desired sexual involvement. Consent is a mutually affirmative, conscious decision – indicated clearly by words or actions – to engage in mutually accepted sexual contact. Consent may be revoked at any time during the sexual activity by any person engaged in the activity.

Affirmative consent may never 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 affirmatively consented to any such activity which occurs after that consent is withdrawn. It is the responsibility of each person to assure that he or she has the affirmative consent of all persons engaged in the sexual activity to engage in the sexual activity and that affirmative consent is sustained throughout the sexual activity. It shall not be a valid excuse to an alleged lack of affirmative consent that the student or employee responding to the alleged violation believed that the student reporting or disclosing the alleged violation consented to the activity (i) because the responding student or employee was intoxicated or reckless or failed to take reasonable steps to ascertain whether the student or employee reporting or disclosing the alleged violation affirmatively consented, or (ii) if the responding student or employee knew or should have known that the student or employee reporting or disclosing the alleged violation was unable to consent because the student or employee was unconscious, asleep, unable to communicate due to a mental or physical condition, or incapacitated due to the influence of drugs, alcohol or medication. The existence of a past or current dating or sexual relationship between the persons involved in the alleged violation shall not be determinative of a finding of affirmative consent.

**Report** means a document filed by a complainant or signed by the Title IX Coordinator alleging sexual harassment against a respondent and requesting that the institution investigate the allegation of sexual harassment. At the time of the filing the formal complaint, the complainant must be participating in or attempting to participate in an education program or activity of the institution.

**Disclosure** is the receipt of any communication of an incident of sexual misconduct that is not accompanied by a request for an investigation or adjudication by the institution.

**Respondent** means an individual who has been reported to be the perpetrator of conduct that could constitute sexual harassment.

**Sexual misconduct** includes engaging in any of the following behaviors:

- (a) **Sexual harassment**, which can include any unwelcome sexual advance or request for sexual favors, or any conduct of a sexual nature when submission to such conduct is made either explicitly or implicitly a term or condition of an individual's education or employment; submission to or rejection of such conduct by an individual is used as a basis for academic or employment decisions affecting the individual; or such conduct has the purpose or effect of substantially interfering with an individual's academic or work performance or creating an intimidating, hostile or offensive educational or employment environment. Examples of conduct which may constitute sexual harassment include but are not limited to:

Sexual Misconduct Reporting  
Support Services and Processes Policy

- sexual flirtation, touching, advances or propositions
- 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*** shall include but is not limited to a sexual act directed against another person without the consent (as defined herein) of the other person or when that person is not capable of giving such consent-

Sexual assault is further defined in sections 53a-70, 53a-70a, 53a-70b, 53a-71, 53a-72a, 53a-72b and 53a-73a of the Connecticut 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 (for example, an individual who allows friends to hide in the closet to watch him or her 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.

Sexual exploitation is further defined as a crime in Connecticut State Law.

(d) ***Intimate partner, domestic and/or dating violence means*** any physical or sexual harm against an individual by a current or former spouse of or person in a dating or cohabitating 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

Sexual Misconduct Reporting  
Support Services and Processes Policy

general statutes, or domestic or family violence as designated under section 46b-38h of the general statutes. This includes any physical or sexual harm against an individual by a current or former spouse or by a partner in a dating relationship that results from (1) sexual assault (2) sexual assault in a spousal or cohabiting relationship; (3) domestic violence; (4) sexual harassment (5) sexual exploitation, as such terms are defined in this policy.

Offenses that are designated as “domestic violence” are against family or household members or persons in dating or cohabiting relationships and include assaults, sexual assaults, stalking, and violations of protective or restraining orders issued by a Court. Intimate partner violence may also include physical abuse, threat of abuse, and emotional abuse.

- Physical abuse includes, but is not limited to, slapping, pulling hair or punching.
- Threat of abuse includes but is not limited to, threatening to hit, harm or use a weapon on another (whether victim or acquaintance, friend or family member of the victim) or other forms of verbal threat.
- Emotional abuse includes but is not limited to, damage to one’s property, driving recklessly to scare someone, name calling, threatening to hurt one’s family members or pets and humiliating another person.
- Cohabitation occurs when two individuals dwell together in the same place as if married.
- The determination of whether a “dating relationship” existed is to be based upon the following factors: the complainant’s statement as to whether such a relationship existed, the length of the relationship, the type of the relationship and the frequency of the interaction between the persons reported to be involved in the relationship.

(e) ***Stalking***, which is defined as repeatedly contacting another person when contacting person knows or should know that the contact is unwanted by the other person; and the contact causes the other person reasonable apprehension of imminent physical harm or the contacting person knows or should know that the contact causes substantial impairment of the other person’s ability to perform the activities of daily life.

As used in this definition, the term “contacting” includes, but is not limited to, communicating with (including internet communication via e-mail, instant message, on- line community or any other internet communication) or remaining in the physical presence of the other person.

***Retaliation*** is prohibited and occurs when a person is subjected 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. No institution or person may intimidate, threaten, coerce, or discriminate against any individual for the purpose of interfering with any right or privilege secured by Title IX or because the individual has made a report of complaint, testified, assisted or participated or refused to participate in any manner in an investigation, proceeding or hearing related to a report or complaint related to sex discrimination.

**CONFIDENTIALITY**

When a BOR governed college or university receives a report of sexual misconduct all reasonable steps will be taken by the appropriate CSCU officials to preserve the privacy of the complainant and

## Sexual Misconduct Reporting Support Services and Processes Policy

respondent while promptly investigating and responding to the report. While the institution will strive to maintain the confidentiality of personally identifiable student information reported, which information is subject to privacy requirements of the Family Education Rights Privacy Act (FERPA), the institution also must fulfill its duty to protect the campus community.

Confidential resources are defined as follows: For the Universities, entities with statutory privilege, which include campus based counseling center, health center and pastoral counseling staff members whose official responsibilities include providing mental health counseling to members of the University community as well as off campus counseling and psychological services, health services providers, member(s) of the clergy, and the local Sexual Assault Crisis Center and Domestic Violence Center. For the Colleges, confidential resources are limited to entities with statutory privilege, such as off campus counseling, on campus counseling where available, and psychological services, health services providers, member(s) of the clergy, and the local Sexual Assault Crisis Center and Domestic Violence Center. The personnel of these centers and agencies are bound by state statutes and professional ethics from disclosing information about reports without written releases.

Information provided to a confidential resource by a complainant or respondent cannot be disclosed legally to any other person without consent, except under very limited circumstances, such as an imminent threat of danger to self or others or if the reported complainant is a minor. Therefore, for those who wish to obtain the fullest legal protections and disclose in full confidentiality, she/he must speak with a confidential resource. Each BOR governed college and university will provide a list of such confidential resources in the College or University's geographic region to complainants and respondents as well as publish these resources on-line and in various publications.

Where it is deemed necessary for the institution to take steps to protect the safety of 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 either the complainant or respondent to the extent reasonably possible.

### **MANDATED REPORTING BY COLLEGE AND UNIVERSITY EMPLOYEES**

Other than confidential resources as defined above, in addition to employees who qualify as Campus Security Authorities under the Jeanne Clery Act, all employees are required to immediately communicate to the institution's designated recipient (e.g., Title IX Coordinator) any disclosure or report of sexual misconduct received from a student regardless of the age of the complainant. All employees are also required to communicate to the institution's designated recipient (e.g., Title IX Coordinator) any disclosure or report of sexual misconduct received from an employee that impacts employment with the institution or is otherwise related to the business of the institution.

Upon receiving a disclosure or a report of sexual misconduct, employees are expected to supportively, compassionately and professionally offer academic and other accommodations and to provide a referral for support and other services.

Further, in accordance with Connecticut State law, with the exception of student employees, any paid administrator, faculty, staff, athletic director, athletic coach or athletic trainer who, in the ordinary course of their employment, has a reasonable cause to suspect or believe that a person under the age

Sexual Misconduct Reporting  
Support Services and Processes Policy

of 18 years has been abused or neglected, has been placed in imminent harm or has had a non-accidental injury is required by law and Board policy to report the incident within twelve hours to their immediate supervisor and to the Department of Children and Families.

**RIGHTS OF PARTIES**

Complainants and respondents will be informed in a timely manner of all their rights and options, including the necessary steps and potential outcomes of each option. Complainants and respondents shall be offered non-disciplinary, non-punitive individualized services as appropriate and available that are designed to restore or preserve equal access to the institution's education program or activity without unreasonably burdening the other party, which may include measures designed to protect the safety of all parties or the institution's educational environment or deter sexual harassment.

When choosing a reporting resource the following information should be considered:

- All reports of sexual misconduct 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 feel ready to make any decisions about reporting to police, a college or university employee or the campus's Title IX Coordinator.
- Information regarding the right to take both criminal and civil legal action against the individual allegedly responsible.
- Those who seek confidentiality may contact a clergy member(s), a University counseling center psychologist, a University health center care provider, the Sexual Assault Crisis Center of Connecticut and/or the Connecticut Coalition Against Domestic Violence – all of whom are bound by state statutes and professional ethics to maintain confidentiality without written releases.

**RIGHT TO NOTIFY LAW ENFORCEMENT & SEEK PROTECTIVE AND OTHER ORDERS**

Complainants and respondents shall be provided written information about her/his right to:

- (1) notify law enforcement and receive assistance from campus authorities in making the notification; and,
- (2) obtain a protective order, apply for a temporary restraining order or seek enforcement of an existing order. Such orders include:
  - standing criminal protective orders;
  - protective orders issued in cases of stalking, harassment, sexual assault, or risk of injury to or impairing the morals of a child;
  - temporary restraining orders or protective orders prohibiting the harassment of a witness;
  - family violence protective orders.

The institution will also honor lawful protective or temporary restraining orders.

Sexual Misconduct Reporting  
Support Services and Processes Policy

Each and every BOR governed college and 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.

**OPTIONS FOR CHANGING ACADEMIC, HOUSING, TRANSPORTATION AND WORKING ARRANGEMENTS**

College and university Title IX Coordinators will provide supportive measures to complainants and respondents. These supportive measures may include, but are not limited to, reasonably available options for changing academic situations, including but not limited to extensions of deadlines or other course related adjustments, modifications of work or class schedules, campus transportation and escort services, mutual restrictions on contact between parties, leaves of absence, increased security and monitoring and housing or working situations.

**SUPPORT SERVICES CONTACT INFORMATION**

It is BOR policy that whenever a college or university Title IX Coordinator or other employee receives a report of sexual misconduct, the Title IX Coordinator shall immediately provide all parties with contact information for and, if requested, professional assistance in accessing and using any appropriate campus resources, or local advocacy, counseling, health, and mental health services, without fee. All CSUC campuses shall develop and distribute contact information for this purpose as well as provide such information on-line.

**SEXUAL MISCONDUCT INVESTIGATION AND PROCEDURES**

All complaints of sexual misconduct will be reviewed by the college or university Title IX Coordinator who will determine supportive measures and whether the complaint falls within the scope of Title IX. If the institution's Title IX Coordinator determines that the alleged harassment is

- (1) so severe, pervasive, and objectively offensive that it effectively denies a person equal access to an education program or activity; or,
- (2) implicates an employee of the institution, alleging that the employee conditioned a provision of an aid, benefit, or service upon the complainant's participation in unwelcome sexual conduct; or,



## Sexual Misconduct Reporting Support Services and Processes Policy

(3) alleges “Sexual assault” as defined in 20 U.S.C. 1092(f)(6)(A)(v)<sup>1</sup>, “dating violence” as defined in 34 U.S.C. 12291(a)(10)<sup>2</sup>, “domestic violence” as defined in 34 U.S.C. 12291(a)(8)<sup>3</sup>, or “stalking” as defined in 34 U.S.C. 12291(a)(30)<sup>4</sup> as defined in 34 U.S.C. 12291(a)(30)<sup>5</sup>

and

(4) the alleged harassment occurred within the United States on property owned or controlled by the institution or any building owned or controlled by a student organization officially recognized by the institution; and

(5) at the time of the filing the Complainant was participating or attempting to participate in the educational program or activity;

The Title IX coordinator will initiate the Title IX Process which shall be applicable to students, faculty and staff. The Title IX Process and Procedures are available on-line and through the Office of the Title IX Coordinator.

If the institution’s Title IX Coordinator determines that the alleged harassment does not meet the factors above but the alleged misconduct violates BOR Policy, the following procedures apply:

- Each party shall have the opportunity to request that an investigation or disciplinary proceedings begin promptly; that such disciplinary proceedings shall be conducted by an official trained annually in issues relating to sexual assault, stalking and dating, domestic or intimate partner violence and shall use the preponderance of the evidence (more likely than

---

<sup>1</sup> 20 U.S.C. 1092(f)(6)(A)(v), The term “[sexual assault](#)” means an offense classified as a forcible or non-forcible sex offense under the uniform crime reporting system of the Federal Bureau of Investigation.

<sup>2</sup> 34 U.S.C. 12291(a)(10) The term “[dating violence](#)” means violence committed by a person - (A) who is or has been in a social relationship of a romantic or intimate nature with the victim; and (B) where the existence of such a relationship shall be determined based on a consideration of the following factors: (i) The length of the relationship. (ii) The type of relationship. (iii) The frequency of interaction between the persons involved in the relationship.

<sup>3</sup> 34 U.S.C. 12291(a)(8) The term “[domestic violence](#)” includes felony or misdemeanor crimes of violence committed by a current or former spouse or intimate partner of the victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner, by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies, or by any other person against an adult or [youth](#) victim who is protected from that person’s acts under the domestic or family violence laws of the jurisdiction.

<sup>4</sup> 34 U.S.C. 12291(a)(30) (30) The term “[stalking](#)” means engaging in a course of conduct directed at a specific person that would cause a reasonable person to - (A) fear for his or her safety or the safety of others; or (B) suffer substantial emotional distress.

<sup>5</sup> 34 U.S.C. 12291(a)(30) (30) The term “[stalking](#)” means engaging in a course of conduct directed at a specific person that would cause a reasonable person to - (A) fear for his or her safety or the safety of others; or (B) suffer substantial emotional distress.

Sexual Misconduct Reporting  
Support Services and Processes Policy

not) standard in accordance with State law in making a determination concerning sexual assault, stalking or domestic/dating/intimate partner violence.

- Both the complainant and respondent are entitled to be accompanied to any meeting or proceeding relating to the allegation of sexual misconduct by an advisor or support person of their choice, provided the involvement of such advisor or support person does not result in the postponement or delay of such meeting as scheduled and provided such an advisor or support person may not directly address the Hearing Body, question witnesses or otherwise actively participate in the hearing process or other meeting pertaining to a report of sexual misconduct and each party shall have the opportunity to present evidence and witnesses on her/his behalf during any disciplinary proceeding.
- Both parties are entitled to be provided at the same time written notice of the results of any disciplinary proceeding, normally within one (1) business day after the conclusion of such proceeding, which notice shall include the following: the name of the respondent the violation committed, if any, and any sanction imposed upon the respondent. Sanctions may range from a warning to expulsion, depending upon the behavior and its severity of the violation(s). The complainant shall have the same right to request a review of the decision of any disciplinary proceeding in the same manner and on the same basis as shall the respondent; however, in such cases, if a review by any complainant is granted, among the other actions that may be taken, the sanction of the disciplinary proceeding may also be increased. Both the complainant and respondent are entitled to be simultaneously provided written notice of any change in the results of any disciplinary proceeding prior to the time when the results become final as well as to be notified when such results become final.

If the institution's Title IX Coordinator determines that the allegations do not constitute a violation of either Title IX or Board policy and can make no finding of responsibility, complainant and respondent shall be notified that the matter shall be closed.

Employee sexual misconduct not subject to Title IX is subject to discipline in accordance with the procedures applicable to the employee's classification of employment.

**REVIEW AND AUDIT**

The Title IX Coordinator will report to the President of the institution on a regular basis all findings on reported sexual misconduct matters. The Title IX Coordinator shall include within its annual Connecticut General Statute 10a-55m Sexual Misconduct Report a separate report specifically disclosing the number of complaints, the subject matter of each complaint and the final outcome of each case processed under Title IX. At a joint meeting of the Human Resources and Administration Committee and the Academic and Student Affairs Committee, the CSCU Title IX

Sexual Misconduct Reporting  
Support Services and Processes Policy

Coordinator will report annually on CSCU data of complaints and outcomes of sexual misconduct matters reviewed under Title IX, BOR policies, and other applicable state statutes.

**DISSEMINATION OF THIS POLICY**

Upon adoption by the Board all CSCU institutions shall, upon receipt, immediately post and maintain this policy at all times in an easily accessible manner on each institution's website, handbook and catalogue. This policy shall thereafter be annually provided to all Title IX Coordinators, campus law enforcement officers and security personnel, and other campus personnel. Further, this policy shall be presented at student orientation and at student awareness and prevention trainings, and made broadly available at each campus. The policy shall be expanded upon by each institution to provide resources and contact information specific to their institution and geographic area as set forth above. This includes but is not limited to the name, office address, email address and telephone number of the Title IX Coordinators.

## **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 Connecticut State Colleges and Universities (CSCU) Discrimination Complaint Procedure

### **1. The Connecticut Commission on Human Rights & Opportunities**

#### **Southwest Region Office**

350 Fairfield Avenue  
6<sup>th</sup> Floor  
Bridgeport, CT 06604  
Tel: (203) 579-6246  
TDD (203) 579 – 6246

#### **West Central Region Office**

Rowland State Government Center  
55 West Main Street, Suite 210  
Waterbury, CT 06702-2004  
Tel: (203) 805-6530  
TDD (203) 805-6579

#### **Capitol Region Office**

450 Columbus Blvd  
Hartford, CT 06103  
Tel: (860) 566-7710  
TDD (860) 566 – 7710

#### **Eastern Region Office**

100 Broadway  
Norwich, CT 06360  
Tel: (860) 886-5703  
TDD (860) 886 - 5707

Complaints should be filed with the Commission on Human Rights and Opportunities (CHRO) no later than three hundred (300) days after the alleged act of employment discrimination occurred.

### **2. The Equal Employment Opportunities Commission**

John F. Kennedy Federal Office Building  
Government Center, Room 475  
Boston, MA 02203  
Tel: (617) 565-3200

Complaints should be filed with the Equal Employment Opportunities Commission (EEOC) 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. Alternatively:

### **3. Department of Education, Office of Civil Rights**

United States Department of Education  
Boston Office  
8<sup>th</sup> Floor  
5 Post Office Square  
Boston, Massachusetts 02109-3921  
Tel: (617) 289-0111

**4. Department of Justice, for ADA complaints**

United States Department of Justice  
950 Pennsylvania Avenue, NW  
Civil Rights Division  
Disability Rights Section  
Washington, D.C 20530

<https://www.ada.gov/complaint/>

This is the email to complete the required ADA complaint form.

To file ADA complaint by facsimile, send completed ADA complaint form to

Tel: (202)-307-1197

**5. Connecticut Commission on Women, Children and Seniors, Equity & Opportunity**

18-20 Trinity Street  
Hartford, CT 06106  
Tel: (860) 240-1424

**6. State of Connecticut: Employee Grievance Procedure**

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

200 Folly Brook Boulevard  
Wethersfield, CT 06109  
Tel: (860) 566-3450

**7. Wage and Hour and Public Contracts Division**

United States Labor Department  
135 High Street  
Hartford, CT 06103  
Tel: (860) 240-4277

**8. Wage and Workplace Standards Division**

Connecticut Department of Labor  
200 Folly Brook Boulevard  
Wethersfield, CT 06109  
Tel: (860) 263-6790

**DISCRIMINATION COMPLAINT LOG**AGENCY: Charter Oak State CollegeREPORTING DATE: 30-Nov-22

NUMBER	COMPLAINANT RACE/SEX	DATE FILED	TYPE*	ACCUSED**	BASIS CLAIMED	FINDING	RESOLUTION	LENGTH OF TIME TO RESOLVE
1	Student/female		gender	Staff	sex	substantiated	appropriate administrative action taken in accordance with collective action	30 days
2								
3								
4								
5								
6								
7								
8								

\*Internal (within Agency) or External (CHRO, DOL, EEOC, etc.)

\*\*Co-worker, Supervisor, Manager, etc.

Section 46a-68-90

Goals Analysis

## **Section 46a-68-90 - GOALS ANALYSIS**

### **December 1, 2020 – November 30, 2022**

The Charter Oak State College engaged in necessary steps to ensure every *good faith effort* occurred in every recruitment. Each campus submitted AA plans within this reporting period and were found to be in compliance with the Affirmative Action regulations.

#### *Response to Previous CHRO Review:*

In the previous AA Plan CHRO review, this section was noted as Weak. The primary basis for this assessment was unclear and/or subjective justifications for why candidates were advanced/not advances and/or selected/not selected. With the shift to HR shared services and the development of the EEO department covering CT State, System Office and Charter Oak State College, we have built a system that identifies subjective/unclear justifications at the time of each search and as such this has been addressed with this filing.

#### **Technical Assistance:**

On April 4, 2023, the met with the CHRO for technical assistance to address the concern regarding unclear and/or subjective justifications for why candidates were advanced/not advances and/or selected/not selected. Information regarding procedural changes were provided and noted.

The Charter Oak State College engaged in the necessary activities to ensure compliance with subsection (a) and (b).

- a) The Charter Oak State College shall prepare a report on all activity undertaken to achieve the hiring, promotion, and program goals contained in the previous affirmative action plan and a probing self-analysis of the progress made toward those ends. If the analysis reveals additional problem areas or finds any current course of action ineffective, the region shall undertake corrective action as set forth in section 46a-68-88 of the Regulations of Connecticut State Agencies.
- b) For each job search, the region shall provide the race and gender of:
  - (1) the total applicant pool
  - (2) the qualified applicant pool
  - (3) the applicants interviewed.
- c) When a goal is met, the region shall identify the selected candidate as a goal candidate. No other information is required.
- d) Each unmet goal shall be accompanied by a narrative outlining the region's good faith efforts to achieve that goal by explaining why each goal candidate was eliminated. Each unmet goal, by job search, shall be separately addressed by narrative and the discussion of each goal applicant shall be detailed and complete.

#### **Activity to Demonstrate Good Faith Efforts to Achieve Goals**

During this reporting period, the region has made good faith efforts to hire/promote only the most qualified individuals to fill vacancies in a fair and equitable manner.

The College took steps to advertise its job opportunities broadly in mainstream, culturally specific media, and special listservs. The region increased its recruitment resources utilizing JAZZHR and other identified sources to advertise job opportunities as the budget permitted.



## **Section 46a-68-90 - GOALS ANALYSIS**

### **December 1, 2020 – November 30, 2022**

Search and selection committees were established for every search conducted. Each search committee was composed of diverse employees in an attempt to reflect the demographics of the employment goals. Prior to reviewing application materials, each search committee developed criteria and questions based on the job duties and position qualifications listed on the position announcements. To ensure compliance with AA/EEO laws and regulations, the criteria and questions were reviewed and approved by EEO before the interview process began.

Prior to the application deadlines, Recruitment and Talent, and EEO met with each search committee to discuss the following:

- The search process and committee's role.
- The job description and position announcement.
- Affirmative action/equal employment opportunity principles and the non-discrimination procedure.
- Confidentiality and proper search documentation.
- Bias in the process
- The development of interview questions and criteria including *legal dos and don'ts*;

Additional topics around the value of having a diverse workforce were discussed during these meetings. Search committee members were asked to be actively aware of their personal biases and stereotypes, and the possible impact on individual decisions in the selection and recommendation process. A copy of search committee documents is attached at the end of this section. Additionally, during the reporting period, search committees were now required to complete and online training titled Bias in Interviewing.

EEO is involved throughout the search and selection process and reviewed applications to ensure compliance with both Affirmative Action and Equal Employment Opportunity. To that end, where practicable, the EEO ensured that the committee interviewed goal and minority or other protected class applicants who, based on the application materials, appeared to meet the qualifications for the position. The College is aware that it must always monitor the pulse of the overall workforce and provide occasional training in various non-discrimination regulations as they are beneficial to the overall employment process and the diversity of the campus.

#### **Applicant Race Categories Key:**

W=White, B=Black, H=Hispanic, A=(Asian, American Indian, Alaskan Native, Hawaiian, Pacific Islander), U=Unknown, T=two or more races, F=Female, M=Male

**Section 46a-68-90 - GOALS ANALYSIS**  
**December 1, 2020 – November 30, 2022**

## Hiring Goals Analysis

### Executive

- **Goals:** 1WF, 1BF
- **Hires:** 2WM
- **Goal Achievement:** Zero (0) out of two (2) for 0% of the hires in this category met Affirmative action Goals.

### 1. Chief Information Officer (1WM)

The Chief Information Officer (CIO) provides vision, leadership, and advocacy to advance the Colleges by leveraging technology. A successful candidate is responsible for the operation, maintenance, and improvement of all technology and information services available to the College community. This individual will create, foster, and strengthen a positive and forward-thinking technology culture through relationships with the various end-users. These relationships extend across and beyond campus to peer schools in addition to industry experts and vendors. This position is responsible for the execution of major IT functions. The incumbent will participate in union contract negotiations as required.

As a member of the President's Executive Committee, the CIO will be tasked with solving complex and time-sensitive matters while facing academic and fiscal pressure. They will provide strategic vision and help balance the College's desire for innovation with a risk-focused action plan.

Supervision Exercised: The CIO manages Enterprise Application & Development, Technology Helpdesk, and Infrastructure Technology Services departments with approximately 10 employees in total including a Director of Network Operations, System Administrators, Technical Support Manager and Associates, Associate Directors of Enterprise Applications and Programmers. The CIO performs a major role in personnel decisions for COSC IT employees including staffing, hiring, firing, evaluation, promotion, and training of employees.

Incumbents must possess a proven ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff, and student. They are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams etc.)

**This position was posted on the following sites:** HigherEdJobs.com, Diverse Issues in Higher Education, Workplace Diversity, Latino's in Higher Ed, LinkedIn, Indeed.com, Facebook page, Zip Recruiter, Indeed.com, ct.edu, Oodle, Careerjet, Sercanto, Job.net, Jobcase.com, Neuvoo, Adzuna, and sent through the CSCU email system distribution list

**Minimum Qualifications:** A Master's degree in Technology is required, along with 10 years of professional experience in managing multifaceted technology departments and affiliated vendors.

The Chief Information Officer is required to have demonstrated knowledge and abilities in the following areas:

- Experience in managing internal and external constituencies through strong interpersonal skills.

## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

- Excellent written and organizational skills with proven ability to adhere to governance and audit requirements.
- Prior leadership experience with mentoring staff and providing a service orientated organization
- Ability to effectively lead projects including the development of proper scope, timelines, and deliverables.
- Experience in developing and maintaining operating and capital budgets.

#### Preferred Qualifications:

- Minimum 5 years executive experience
- Prior exposure and experience in academia.

*Applicant pool summary (bolded = goal candidates)*

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	61	49	5	35	<b>3</b>	1	<b>1</b>	4	1	4	0	1	0	4	0	7
Not Qualified	45	37	2	27	<b>1</b>	0	<b>0</b>	3	1	3	0	1	0	3	0	6
Total Qualified	16	12	3	8	<b>2</b>	1	<b>1</b>	1	0	1	0	0	0	1	0	1
Qual. No Interview	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	16	12	3	8	<b>2</b>	1	<b>1</b>	1	0	1	0	0	0	1	0	1
Withdrew	3	2	1	1	<b>0</b>	0	<b>1</b>	1	0	0	0	0	0	0	0	0
Interviewed	13	10	2	7	<b>2</b>	1	<b>0</b>	0	0	1	0	0	0	1	0	1
Offered	1	1	0	1	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0	0	0	0
Hired	1	1	0	1	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0	0	0	0

\*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received sixty-one applications for this position. Of which, there were 3WF and 1BF goal candidates.

Of the sixty-one (61) candidates, forty-five (45) were deemed not qualified, including 1WF goal candidate.

- 1WF did not possess a Master's degree in Technology and 10 years of professional experience in managing multifaceted technology departments and affiliated vendors.

The remaining sixteen (16) candidates were deemed qualified as they met the minimum and preferred qualifications, and offered interviews, including 2WF and 1BF.

- 1BF withdrew prior to the interview.
- 1WF was not selected for the position because Candidate does not have past experience in educational technology. Based on the interview the committee was unable to assess their level experience with managing a helpdesk, network, and application departments.
- 1WF was not selected for the position because the candidate did not share her level of experience beyond an end user related to managing data reconciliation during a cloud migration which left the committee unsure of the candidate's exact depth of knowledge she held regarding educational technology. The candidate was unable to provide preferred responses other than indicating that she was exposed to an aspect of the position in her previous role. She also indicated that macro level initiatives were previously assigned to her from the mayor rather than the initiative being identified by herself. There were additional concerns raised by the cabinet that the lack of demonstrated detail knowledge of networks,

#### Section 46a-68-90 - GOALS ANALYSIS - Page 4

Key: W=White, B=Black, H=Hispanic, A=(Asian, American Indian, Alaskan Native, Hawaiian, Pacific Islander), U=Unknown, T=two or more races, F=Female, M=Male

## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

databases and portfolio management would be concerning in a small IT organization. She also referred to the digital divide and answered an accessibility accommodation question by talking about the digital divide.

The region did not achieve a goal with the hire of **one (1) White male**.

- 1WM was selected for the position because he demonstrated his focus on serving the College he was formerly at by using examples of projects he both initiated and supported including infrastructure and application based items including an SIS transition and cloud migration. He had experience with Jenzabar having past experience both managing and migrating to the application and utilized known terminology and acronyms with the cabinet on the subject matter only a person familiar with the product would know. He also addressed his executive ability by speaking about managing layoffs and performance mitigation in addition to speaking about how sometimes executives in smaller teams need to roll up their sleeves by way of example for him looking into SQL databasing issues.

## 2. Provost Vice President of Academic Affairs (1WM)

**Position Summary:** The Provost is the chief academic officer of the College, reports directly to the President, and serves as the leader of the College in the President's absence. The position is the responsible party for the academic operations of the College accountable to several stakeholders including students, faculty, staff, the Board of Regents, CSCU System Office, sister CSCU institutions, and several other key strategic partners of the College. The Provost is a member of the Executive team and is charged with developing and executing the strategic plan of the College. The Executive team, in support of the President, shall serve as the face of the College and lead the various academic and operational elements of the College in line with the College's mission and philosophy.

**This position was posted on the following sites:** HigherEdJobs.com, Diverse Issues in Higher Education, Workplace Diversity, Latino's in Higher Ed, LinkedIn, Indeed.com, Facebook page, Zip Recruiter, Indeed.com, ct.edu, Oodle, Careerjet, Sercanto, Job.net, Jobcase.com, Neuvo, Adzuna, and sent through the CSCU email system distribution list

**Minimum Qualifications:** A Doctorate degree in an appropriately relevant field together with 9 years of directly related experience; and 9 years supervisory experience; or a combination of education, training, and experience which would lead to the competencies required for the successful performance of the position's essential duties.

- Working with adult students;
- Working with students and faculty from a distance
- College-level teaching;
- Implementing adult learning theory;
- Working cooperatively with administrators, faculty, college staff, and representatives of public and private agencies and colleges;
- Preparing written and oral reports;
- Utilizing computer applications such as student information systems, learning management systems, and supportive applications.

**(Applicant pool summary (bolded = goal candidates))**

## Section 46a-68-90 - GOALS ANALYSIS - Page 5

Key: W=White, B=Black, H=Hispanic, A=(Asian, American Indian, Alaskan Native, Hawaiian, Pacific Islander), U=Unknown, T=two or more races, F=Female, M=Male

## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	32	22	10	15	6	4	4	1	0	0	0	2	0	0	0	0
Not Qualified	26	19	7	12	3	4	4	1	0	0	0	2	0	0	0	0
Total Qualified	6	3	3	3	3	0	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	6	3	3	3	3	0	0	0	0	0	0	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	6	3	3	3	3	0	0	0	0	0	0	0	0	0	0	0
Offered	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0

\*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received thirty-two (32) applications for this position. Of which, there were 6WF and 4BF goal candidates.

Of the thirty-two (32) candidates, twenty-six (26) were deemed not qualified, including 3WF and 4BF goal candidates.

- 2WF did not possess nine (9) years of directly related experience or nine (9) years of supervisory experience.
- 1WF did not possess nine (9) years of directly related experience.
- 1BF did not possess a doctorate degree.
- 3BF did not possess nine (9) years of directly related experience or nine (9) years of supervisory experience.

The remaining six (6) candidates were deemed qualified as they met the minimum qualifications and offered interviews, including 3WF goal candidates.

- 1WF was not selected for the position as during the interview she described her strategic planning experience was limited to only a departmental level only. She also did not have experience with NECHE accreditation reporting, nor union experience.
- 1WF was not selected for the position because during the interview when asked about Charter Oak and its future, the candidate did not provide examples related to the future of Charter Oak, did not address the need to advocate for Charter Oak in relation to the system or institutional improvement.
- 1WF was not selected for the position because during the interview she indicated that she did not possess experience with accreditation.

The region did not achieve a goal the hire of **one (1) of one (1) White male** goal.

- 1WM was selected because he met all of the minimum qualifications. During the interview he was able to provide data regarding job market information and presented a vision for where COSC could go next, and that he was a team player through his examples provided to his interview questions. In his interview answers provide information regarding the college which showed he researched the college and cited specific loss of market share to independent colleges. He also presented information regarding the number of CT residents with credits and

## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

no degree within the college market and showed familiarity with the best sources of job information (related to program development). He also possessed accreditation experience.

#### Professional Non-Faculty

- **Goals:** 2BF, 2HM, 1AM
- **Hires:** 3WM, 1WF, 1BM, 1HM, 1HF
- **Goal Achievement:** One (1) out of five (5) goals for 20% were met with these hires.

#### 1. COSC Senior Associate – Admissions Counselor (1HM/1HF)

**Position Summary:** The Admissions Counselor provides academic and educational counseling to prospective students; develops and executes targeted recruitment activities, cultivates, and nourishes relationships with business, military, and educational partners; assists in the development of documents, policies, and systems congruent with the College's strategic enrollment management plan.

Incumbents must possess a proven ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff, and student. They are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams etc.)

**This position was posted on the following sites:** HigherEdJobs.com, Diverse Issues in Higher Education, Workplace Diversity, Latino's in Higher Ed, LinkedIn, Indeed.com, Facebook page, Zip Recruiter, Indeed.com, ct.edu, Oodle, Careerjet, Sercanto, Job.net, Jobcase.com, Neuvoo, Adzuna, and sent through the CSCU email system distribution list

#### **Minimum Qualifications:**

Bachelor's degree, and a minimum of four (4) years of relevant experience.

#### **Preferred Qualifications:**

- Master's Degree
- Two (2) years experience in higher education counseling and/or admissions
- CRM system experience, preferably with Target X or Salesforce.

#### **Applicant pool summary (bolded = goal candidates)**

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	142	44	91	26	30	7	<b>24</b>	<b>5</b>	12	<b>1</b>	6	3	6	2	13	7
Not Qualified	90	32	54	17	18	6	<b>6</b>	<b>4</b>	9	<b>1</b>	5	2	5	2	11	4
Total Qualified	52	12	37	9	12	1	<b>18</b>	<b>1</b>	3	<b>0</b>	1	1	1	0	2	3
Qual. No Interview	44	9	33	7	11	1	<b>17</b>	<b>0</b>	1	<b>0</b>	0	1	1	0	2	3
Qual. Rec. Interview	8	3	5	2	1	0	<b>1</b>	<b>1</b>	2	<b>0</b>	1	0	0	0	0	0
Withdraw	3	0	3	0	1	0	<b>1</b>	<b>0</b>	0	<b>0</b>	1	0	0	0	0	0
Interviewed	6	3	3	2	0	0	<b>0</b>	<b>1</b>	2	<b>0</b>	1	0	0	0	0	0
Offered	2	1	1	0	0	0	<b>0</b>	<b>1</b>	1	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Hired	2	1	1	0	0	0	<b>0</b>	<b>1</b>	1	<b>0</b>	0	0	0	0	0	0

\*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

We received one-hundred forty-two (142) applications for this position of which there were 24BF, 5HM, and 1AM goal candidates.

Of the one-hundred forty-two (142) applications, ninety (90) applications were deemed not qualified including 6BF, 4HM and 1AM goal candidates.

- 6BF did not possess Bachelor's degree and a minimum of four (4) years of relevant experience.
- 4HM did not possess Bachelor's degree and a minimum of four (4) years of relevant experience.
- 1AM did not possess a Bachelor's degree and a minimum of four (4) years of relevant experience.

Of the remaining fifty-two (52) deemed qualified as they met the minimum qualifications, forty-four (44) were not offered interviews including 17BF goal candidates.

- 6BF did not possess a Master's degree.
- 3BF did not possess two (2) years of experience in higher education counseling and/or admissions.
- 8BF did not possess experience with CRM system experience, preferably with Target X or Salesforce.

The remaining eight (8) were offered interviews including 1BF and 1HM goal candidates.

- The College achieved a goal with the hire of this HM, this achieved **one (1) of two (2) HM** goals established in this category.
- 1BF withdrew prior to the interview.
- The region did not achieve a goal with the hire of **one (1) Hispanic female**. This HF was selected because she met the minimum and preferred qualifications. She also provided specific examples of building partnerships with a focus on outcomes and the importance of using effective communication to de-escalate a student problem. She also spoke specifically about her use of CRM and how to use it to create efficiencies and understood and spoke to the need to provide support to prospects in order to achieve enrollments. She discussed her extensive recruitment experience in the community and talked about the importance of getting "your foot in the door." Regarding the diversity question she spoke of her identity as a Hispanic female and how she could speak to that particular audience; and further provided evidence of other socioeconomic differences that necessitate understanding.

## 2. Bachelor of Social Work (BSW) Program Director (1BM)

**Position Summary:** The BSW Program Director is responsible for directing the Bachelor of Social Work program, including positioning the program to acquire and maintain Council of Social Work Education (CSWE) accreditation; recruiting, hiring developing, and assessing faculty; working with Admissions to recruit students; advising and working with Advising to provide student support; overseeing the curriculum; establishing practicum/internships experiences in conjunction with the BSW Field Director; and conducting community outreach to establish partnerships essential to the program. The Director also teaches one course per semester.

Incumbents are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams etc.)

## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

**This position was posted on the following sites:** HigherEdJobs.com, Diverse Issues in Higher Education, Workplace Diversity, Latino's in Higher Ed, LinkedIn, Indeed.com, Facebook page, Zip Recruiter, Indeed.com, ct.edu, Oodle, Careerjet, Sercanto, Job.net, Jobcase.com, Neuvoo, Adzuna, and sent through the CSCU email system distribution list

**Minimum Qualifications:** Master's degree in Social Work from a CSWE accredited institution education.

- Experience with CSWE accreditation;
- Three or more years' teaching experience, preferably in an online environment;
- Three or more years' higher education program administration;
- Experience developing curriculum

**Preferred Qualifications:**

- Experience administrating a BSW or MSW program in an online format;
- Doctor of Social Work (DSW) Degree;
- One (1) of more years' of experience implementing Universal Design for Learning (UDL) Principles;
- One (1) or more years' experience implementing Inclusive Design Principles;
- Two (2) or more years' experience with Online Course Development

**Applicant pool summary (bolded = goal candidates)**

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	84	13	65	4	23	5	<b>21</b>	<b>2</b>	5	<b>0</b>	2	0	3	2	11	6
Not Qualified	72	10	57	3	20	3	<b>20</b>	<b>2</b>	4	<b>0</b>	1	0	2	2	10	5
Total Qualified	12	3	8	1	3	2	<b>1</b>	<b>0</b>	1	<b>0</b>	1	0	1	0	1	1
Qual. No Interview	4	0	4	0	2	0	<b>0</b>	<b>0</b>	1	<b>0</b>	0	0	0	0	1	0
Qual. Rec. Interview	8	3	4	1	1	2	<b>1</b>	<b>0</b>	0	<b>0</b>	1	0	1	0	0	1
Withdraw	1	0	1	0	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	1	0	0	0	0	0
Interviewed	7	3	3	1	1	2	<b>1</b>	<b>0</b>	0	<b>0</b>	0	0	1	0	0	1
Offered	1	1	0	0	0	0	<b>1</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Hired	1	1	0	0	0	1	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0

\*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received eighty-four (84) applications for this position of which there were 21BF, 2HM, and 0AM goal candidates.

Of the eighty-four (84) applications, seventy-two (72) were deemed not qualified, including 20BF and 2HM goal candidates.

- 4BF did not possess Master's degree in Social Work from a CSWE accredited institution education and experience with CSWE accreditation.
- 12BF did not possess experience with CSWE accreditation.
- 4BF did not possess three or more years' higher education program administration.
- 1HM did not possess Master's degree in Social Work from a CSWE accredited institution education.
- 1HM did not possess experience with CSWE accreditation.



## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

The remaining eight (8) candidates were deemed qualified as they met the minimum and preferred qualifications and offered interviews, including 1BF.

- 1BF was not selected for the position because during the interview she did not discuss any experience with online pedagogy.

The region did not achieve a goal with the hire of **one (1) Black male**.

- 1BM was selected for the position because he met the minimum and preferred qualifications. He also discussed the CSWE Accreditation Standards as well as a detailed timeline to meet all CSWE benchmarks. He also provided an innovative example of creating international opportunities and his experience with online pedagogy. He also discussed his involvement in a national network to assist in recruitment efforts, as well as other examples of how to grow enrollment such as CEUs to community partners. He also presented a timeline for a MSW program.

### 3. System Administrator 1 (IT) (1WM)

**Position Summary:** The Systems Administrator I assist with the management of the Charter Oak technology infrastructure including resource management, physical and virtual configuration deployment; provides technical support to the end-user community; develops and maintains physical server-based and virtual technologies, and systems maintenance and deployment.

Incumbents must possess a proven ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff, and student. They are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams, etc.)

**This position was posted on the following sites:** HigherEdJobs.com, Diverse Issues in Higher Education, Workplace Diversity, Latino's in Higher Ed, LinkedIn, Indeed.com, Facebook page, Zip Recruiter, Indeed.com, ct.edu, Oodle, Careerjet, Sercanto, Job.net, Jobcase.com, Neuvoo, Adzuna, and sent through the CSCU email system distribution list

**Minimum Qualifications:** Bachelor's degree in MIS or Computer Science.

- Knowledge of fundamental computing and networking methodologies and technologies, Microsoft server technologies such as Exchange, SQL, SharePoint, and Active Directory.

**Preferred Qualifications:**

- Experience with direct virtual technology skills and experience, especially VMware-based technologies such as ESXi, vCenter, and virtual desktop infrastructure VDI using VMware View.

## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

#### Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	52	40	6	20	1	5	<b>2</b>	<b>6</b>	0	<b>4</b>	2	0	0	5	1	6
Not Qualified	35	27	5	11	1	4	<b>2</b>	<b>6</b>	0	<b>3</b>	1	0	0	3	1	3
Total Qualified	17	13	1	9	0	1	<b>0</b>	<b>0</b>	0	<b>1</b>	1	0	0	2	0	3
Qual. No Interview	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	17	13	1	9	0	1	<b>0</b>	<b>0</b>	0	<b>1</b>	1	0	0	2	0	3
Withdrew	13	9	1	5	0	1	<b>0</b>	<b>0</b>	0	<b>1</b>	1	0	0	2	0	3
Interviewed	4	4	0	4	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Offered	1	1	0	1	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Hired	1	1	0	1	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0

\*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received fifty-two (52) applications for this position of which there were 2BF, 6HM, and 4AM goal candidates.

Of the fifty-two (52) applications, thirty-five (35) candidates were deemed not qualified, including 2BF, 6HM, and 3AM goal candidates.

- 2BF did not possess a bachelor's degree in computer science or MIS.
- 6HM did not possess a bachelor's degree in computer science or MIS.
- 3AM did not possess a bachelor's degree in computer science or MIS.

The remaining candidates were offered interviews including, 1AM goal candidate.

- 1AM withdrew prior to the interview.

The region did not achieve a goal with the hire of **one (1) White male** who possessed the minimum and preferred qualifications and was selected based on their interview.

#### 4. Associate Director of Admissions (1WM)

**Position Summary:** The Associate Director of Admissions coordinates the departmental strategic recruitment plan; supervises Admissions Counselors, Serves as the College liaison in the military/veteran services sector; coordinates the admissions and matriculation process for all military and veteran personnel assists in the development of reports and systems that impact enrollment management goals; serves as the primary transfer coordinator and contact person for maintaining college articulation agreements and MOUs.

College Professionals and Faculty are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams, etc.)

**Minimum Qualifications:** A Master's degree in an appropriately relevant field together with three (3) years of relevant experience in admissions, marketing, and recruitment; or a combination of education, training, and experience which would lead to the competencies required for the successful performance of the position's essential duties.

**Preferred Qualifications:**

## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

- Experience in the use and operation of student information systems/CRMs such as *Salesforce/Target X, Ellucian Banner, or an equivalent system.*
- Two years of supervisory experience.
- Experience working with Active Duty Military and Veteran students

#### Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	41	23	18	13	8	3	<b>3</b>	<b>2</b>	3	<b>2</b>	0	0	1	3	3	0
Not Qualified	30	16	14	9	6	2	<b>2</b>	<b>1</b>	2	<b>2</b>	0	0	1	2	3	0
Total Qualified	11	7	4	4	2	1	<b>1</b>	<b>1</b>	1	<b>0</b>	0	0	0	1	0	0
Qual. No Interview	3	1	2	1	0	0	<b>1</b>	<b>0</b>	1	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	8	6	2	3	2	1	<b>0</b>	<b>1</b>	0	<b>0</b>	0	0	0	1	0	0
Withdrew	3	2	1	1	1	0	<b>0</b>	<b>1</b>	0	<b>0</b>	0	0	0	0	0	0
Interviewed	5	4	1	2	1	1	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	1	0	0
Offered	1	1	0	1	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Hired	1	1	0	1	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0

\*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received forty-one (41) applications for this position of which there were 3BF, 2HM, and 2AM goal candidates.

Of the forty-one (41) applicants, thirty (30) were deemed not qualified including 2BF, 1HM, 2AM.

- 2BF did not possess three (3) years of relevant experience in admissions, marketing, and recruitment; or a combination of education, training, and experience which would lead to the competencies required for the successful performance of the position's essential duties; or experience in the use and operation of student information systems/CRMs such as *Salesforce/Target X, Ellucian Banner, or an equivalent system.*
- 1BF did not possess experience in the use and operation of student information systems/CRMs such as *Salesforce/Target X, Ellucian Banner, or an equivalent system.*
- 1HM did not possess a Master's degree in a relevant field.
- 1AM submitted an incomplete application.
- 1AM did not possess with three (3) years of relevant experience in admissions, marketing, and recruitment; or a combination of education, training, and experience which would lead to the competencies required for the successful performance of the position's essential duties.

The remaining eleven (11) candidates were deemed qualified as they met the minimum qualifications; however, three (3) were not offered interviews including 1BF.

- 1BF was not offered an interview because she did not possess two years of supervisory experience or experience working with Active-Duty Military and Veteran students

The remaining eight (8) candidates were offered interviews including 1HM.

- 1HM withdrew prior to the interview.

The region did not achieve a goal with the hire of **one (1) White male** who possessed the minimum and preferred qualifications and was selected based on their interview.

## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

#### 5. Health and Sciences Technology Associate (1WF)

**Position Summary:** The Health Sciences and Technology Associate teaches courses, revises curriculum, coordinates the professional practice experience (PPE) components, coordinates certificate program students, and assists with accreditation requirements. Incumbents are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams, etc.)

**This position was posted on the following sites:** LinkedIn, Glassdoor, Zip Recruiter, Indeed.com, ct.edu, and sent through the CSCU email system distribution list

**Minimum Qualifications:** Bachelor's degree in a health science field with three (3) or more years experience. Incumbents must hold an AHIMA (American Health Information Management Association) credential and a coding credential.

**Preferred Qualifications:**

- Experience with CAHIIM (Commission on Accreditation for Health Informatics and Information Management) Accreditation.
- One (1) or more years of teaching experience in an online environment.

**(Applicant pool summary (bolded = goal candidates))**

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	19	3	16	1	8	0	<b>4</b>	<b>0</b>	1	<b>1</b>	1	1	0	0	2	0
Not Qualified	9	1	8	0	4	0	<b>2</b>	<b>0</b>	0	<b>1</b>	1	0	0	0	1	0
Total Qualified	10	2	8	1	4	0	<b>2</b>	<b>0</b>	1	<b>0</b>	0	1	0	0	1	0
Qual. No Interview	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	10	2	8	1	4	0	<b>2</b>	<b>0</b>	1	<b>0</b>	0	1	0	0	1	0
Withdrew	4	2	2	1	0	0	<b>0</b>	<b>0</b>	1	<b>0</b>	0	1	0	0	1	0
Interviewed	6	0	6	0	4	0	<b>2</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Offered	1	0	1	0	1	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	1	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0

\*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received nineteen (19) applications for this position of which, there were 4BF, 0HM and 1AM goal candidates.

Of the nineteen (19) applications for this position, nine (9) applicants were deemed not qualified as they did not meet the minimum qualifications including 2BF and 1AM goal candidates.

- 2BF did not possess a Bachelor's degree in a health science field with three (3) or more years experience, an AHIMA (American Health Information Management Association) credential, and a coding credential.
- 1AM did not possess a Bachelor's degree in a health science field with three (3) or more years experience, an AHIMA (American Health Information Management Association) credential, and a coding credential.

The remaining ten (10) applicants were deemed qualified, and offered interviews including 2BF goal candidates.

## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

- 1BF was not selected for the position because she did not perform any research on Charter Oak and didn't demonstrate that she understood the type of school that Charter Oak is. She did not know what CAHIIM was, possess online teaching experience, or HCA-s stood for which is a widely known coding credential.
- 1BF was not selected for the position because she did not perform any research on Charter Oak and demonstrate that she understood the type of school that Charter Oak is, but only that Charter Oak is located in CT. She indicated that she did not know that the position was associated with and only knew that HIM programs are CAHIIM accredited, but provided no specifics about how they control curriculum. She also did not possess experience creating a syllabus or a course from scratch.

The region did not achieve a goal with the hire **one (1) White female**.

- 1WF was selected for the position because she possesses fifteen (15) years of coding and CDI experience as well as the associated credentials. She has thirteen (13) years of virtual working experience with eight (8) years of online teaching experience. She has served as a lead Faculty and taught a population similar to COSC. She also had mentorship experience along with eight (8) years of experience teaching an orientation course.

#### 6. Administrative Assistant to the Provost (1WM)

**Position Summary:** The Assistant to the Provost provides administrative support to the Provost, the Academic Affairs department, and coordinates the commencement ceremony. The administrative support duties include tasks such as clerical support, coordination of faculty meetings and materials, editing and producing of the College newspaper. A successful candidate will serve as the Administrative nucleus for the Provost. As the Commencement Coordinator, the individual will oversee logistics for on-ground ceremony preparations (virtual as circumstances warrant) and partner with the appropriate offices to ensure all aspects of the commencement are completed.

Incumbents must possess a proven ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff, and student. They are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams etc.)

**This position was posted on the following sites:** LinkedIn, Glassdoor, Zip Recruiter, Indeed.com, ct.edu, and sent through the CSCU email system distribution list

**Minimum Qualifications:** Bachelor's degree in an administrative field with three (3) or more years experience in providing administrative services.

#### **Preferred Qualifications:**

- 3 years or more of experience within Higher education.
- Master's degree in an administrative field.
- Experience database, taking large amounts of data and synthesizing it into user-friendly reports.
- Experience reporting to a Director or higher.
- Experience taking minutes.
- Experience organizing meetings, events.

## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

#### Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	100	7	81	5	43	2	<b>10</b>	<b>0</b>	13	<b>0</b>	5	0	3	0	7	12
Not Qualified	50	4	40	2	22	2	<b>4</b>	<b>0</b>	11	<b>0</b>	1	0	1	0	1	6
Total Qualified	50	3	41	3	21	0	<b>6</b>	<b>0</b>	2	<b>0</b>	4	0	2	0	6	6
Qual. No Interview	41	2	34	2	17	0	<b>5</b>	<b>0</b>	2	<b>0</b>	4	0	2	0	4	5
Qual. Rec. Interview	9	1	7	1	4	0	<b>1</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	2	1
Withdrew	3	0	3	0	1	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	2	0
Interviewed	6	1	4	1	3	0	<b>1</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	1
Offered	1	1	0	1	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Hired	1	1	0	1	0	0	<b>0</b>	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0

\*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received one hundred (100) applications for this position of which there were 10BF, 0HM, and 0AM goal candidates.

Of the one hundred (100) candidates, fifty (50) were deemed not qualified as they did not meet the minimum qualifications including 4BF goal candidates.

- 4BF did not possess a bachelor's degree.

Of the fifty (50) candidates were deemed qualified as they met the minimum qualifications; however, forty-one (41) applicants were not offered interviews including 5BF.

1. 2BF did not possess a Master's degree in an administrative field; experience database, taking large amounts of data and synthesizing it into user-friendly reports, experience reporting to a Director or higher; or experience organizing meetings, events.
2. 1BF did not possess 3 years or more of experience within Higher education; a Master's degree in an administrative field; experience database, taking large amounts of data and synthesizing it into user-friendly reports; experience reporting to a Director or higher; or experience organizing meetings, events.
3. 2BF did not possess 3 years or more of experience within Higher education; a Master's degree in an administrative field; experience database, taking large amounts of data and synthesizing it into user-friendly reports; experience reporting to a Director or higher; experience taking minutes; or experience organizing meetings, events.

The remaining nine (9) candidates were offered interviews including 1BF.

- 1BF was not selected for the position because she had not administrative experience and indicated that she was not adept at troubleshooting tier I level technology issues. She also expressed more of an interest in the strategic aspects of the position rather than day to day operations such as payroll, reports, minutes, etc.

The region did not achieve a goal with the hire of **one (1) White male**.

- 1WM was selected for the position because met all of the minimum and preferred qualifications. He also was able to connect the college mission to his interest and community, research with the college, and had experience working with adult learners. He was also

## Section 46a-68-90 - GOALS ANALYSIS

### December 1, 2020 – November 30, 2022

technologically savvy, a demonstrated through his interview question responses that he was a problem solver, resourceful and takes initiative. He also had experience with event planning and indicated his commitment to diversity and served on a diversity taskforce.

## Promotion Goals Analysis

There were no promotions during the reporting period.

## Program Goals Analysis

1. Continue to work with each College department head to ensure that open job announcements are posted to the listserv of all Associations their department is a member.

**Goal Achievement:** This goal was achieved. In addition to departmental listservs and networks, COSC transitioned to HR Shared Services and began coordinating recruitment efforts through this program. As such, job announcements reached both national and local sources, targeted recruitments occurred for specialized fields, and COSC, EEO, and Talent worked together to ensure we received diverse qualified applicant pools.

2. Continue to work with CADEP to increase the outreach to under-utilized groups.

**Goal Achievement:** This goal was achieved. In addition to broadening recruitment efforts through HR Shared Services, COSC has collaborated with CADEP to advertise their positions and attend scheduled meetings to network. Members of EEO remain members of CADEP and continue to utilize the expertise within this group.

3. Continue to work with the other State Colleges and Universities for offerings to our employees of diversity and inclusion workshops.

**Goal Achievement:** This goal was achieved. COSC has offered systemwide opportunities for training on DE&I for their staff members. Additionally, COSC has utilized the Equal Employment Opportunity Shared Service to provide all new hires with the required training diversity and sexual harassment training. This will continue as a standing practice going forward.

# Section 46a-68-91

## Career Mobility



## SECTION 46a-68-91 - CAREER MOBILITY

Charter Oak State College recognizes the value of career mobility within State service and believes that making greater use of employees' skills and abilities as well as developing employees for higher level work are essential aspects of sound management and affirmative action. However, the College has experienced challenges in creating a career mobility program within the College. The collective bargaining agreement that covers most of the professional employees does not have a mechanism for promotion. The size of the College's workforce (62 full-time positions) and specialized job structure (characteristic of most of the positions in this workforce) also limit career mobility and promotional opportunities. The College currently has two groups of employees: administrators (executive management) and professionals.

The skills required for the administrators and professionals are specialized and technical in nature. Therefore, Charter Oak State College, while limited to affect a great amount of change in this job structure, supports and encourages employee efforts to seek to qualify themselves for higher ranked positions in a number of ways.

1. The College has established a successful program to provide staff professional development opportunities, both in-house and through outside contractors. The College encourages staff participation in formalized educational pursuits.
  - a. DAS supported training programs through the Community College. Employees are notified annually of opportunities to attend trainings, either college and/or union funds are utilized for participation in these trainings. During this reporting period employees were notified of the opportunities.
  - b. Employees continue with ongoing professional development opportunities funded through collective bargaining or institutional funds aimed at maintaining or expanding current knowledge of professional issues through conferences or workshops as well as educational degrees outside the College. During this reporting period 31 employees participated professional development activities.
  - c. A tuition waiver program is available for Charter Oak employees who wish to take courses towards a degree at Charter Oak. During this reporting period 9 employees received tuition waivers and/or reimbursements.
  - d. Training funds are usually included in departmental budgets to send staff to specialized training or conferences. Formal career counseling is made available to all staff upon request or to those whose performance suggests that they would benefit from it. Reclassification requests remain as the primary vehicle for upgrading the level of a position for professional staff. This process is initiated when the employee, supervisor, executive manager and personnel manager all agree that duties and responsibilities have increased to a level justifying a position reclassification. The decision of the outside reviewer confirms or denies the reclassification request.

In addition to promotions and reclassifications, merit awards were approved in the professional union contract beginning July 1, 2000 and continues to be awarded as outlined in the current contract. Merit awards are based upon outstanding performance, innovative projects or initiatives, or other efforts or undertakings that have or would greatly benefit the College and/or its students. This program consists of employees submitting nominations of their peer's contributions to a Labor-

Management Committee. This Committee then makes recommendations to the President. The President makes the final selections from the list of recommendations.

### ADA Interactive Process:

All employees with a documented disability are eligible to receive a reasonable accommodation in order to perform the essential functions of their job. The EEO staff serves as the region's ADA Coordinator and engages in the interactive process for all requests. As needed, EEO in partnership with HR will conduct an essential job function analysis.

Upon receipt of the appropriate medical information or specific request for an accommodation, a review of the detailed documentation completed by a medical provider is conducted and a meeting is held with the employee, the ADA Coordinator and HR staff to discuss options. The final step is to provide a reasonable accommodation to assist the employee in handling the essential functions of the position with the approved modifications.

The region also provides reasonable accommodations to anyone scheduled for an interview that makes the request and also accommodates the public to attend courses, programs and events.

Finally, please note, most of the positions at the College are unionized. The administrators, along with three professional staff are not unionized.

# Section 46a-68-92

## Good Faith Efforts

## **Section 46a-68-92 – GOOD FAITH EFFORTS**

The Charter Oak State College has demonstrated good faith efforts by engaging in the initiatives articulated in subsections (a) to (d) inclusive, of this section:

- a) Promoted equal opportunity to achieve a workplace that is free of discrimination;
  - 1) Communicate the agency's commitment to equal employment opportunity and affirmative action to all employees.
  - 2) Ensure that employees are aware of non-discrimination policies and procedures: post policies in a visible location.
  - 3) Ensure that departmental processes, procedures, and systems are nondiscriminatory and free of bias.
  - 4) Evaluate supervisors for making good faith efforts in equal employment opportunity and affirmative action: document in performance appraisals.
  - 5) Ensure that reasonable accommodations are made for disabled employees.
  - 6) Take appropriate and timely action when there has been an allegation of sexual harassment.
- b) Developed recruitment strategies that ensure opportunities for all qualified applicants, including underutilized groups;
  - 1) Identify affirmative action placement goals for all job openings.
  - 2) Make efforts to attract a large and diverse pool of qualified applicants, particularly inclusive of groups associated with affirmative action recruitment goals.
  - 3) Develop a contingency strategy if the initial recruitment effort does not bring in a sufficiently diverse pool.
  - 4) Contacting special interest organizations, groups and individuals.
  - 5) Or other means of outreach utilized to hire goal candidates.
- c) Ensured a fair and nondiscriminatory selection process.
  - 1) Review the selection process to ensure that it treats each applicant fairly and consistently.
  - 2) Review the interview format and questions for possible bias.
  - 3) Ensure that reasonable accommodations are made for applicants.
  - 4) If using a group interview process; create a diverse selection panel.
  - 5) Assess all applicants using the same selection criteria.
  - 6) Consider all skills that qualify the applicant, including volunteer and professional experience.
  - 7) Interview as many applicants as possible to increase opportunity.
  - 8) Keep written records of all applicants interviewed and be certain that the information recorded relates to the individual's ability to perform the duties.
  - 9) Ensure that selection panel members are aware of the impact of common biases such as stereotyping, unsubstantiated first impressions that may influence a decision, and assessments based on different 'comfort levels' with people of dissimilar groups.
  - 10) Document the selection process fully. Retain all records.

- d) Provided career development opportunities to all interested and qualified employees, with emphasis on those groups found to be underutilized in the workforce.
  - 1) Encourage staff to participate on agency committees to enhance development.
  - 2) Inform all staff of internal staff development and promotional opportunities.
  - 3) Promote and support employee training and development for all employees.
  - 4) Provide career counseling.
- e) Nothing in this section shall be construed to absolve an agency of its obligations under section 46a-68-78, 46a-68-79, 46a-68-80, 46a-68-81, 46a-68-85, 46a-68-89, and 46a-68-90 and 46a-68-92 of the Regulations of Connecticut State Agencies.

# Section 46a-68-93 Innovative Programs

## INNOVATIVE PROGRAMS

The development and implementation of programs not covered elsewhere in Sections 46a- 68-78 through 46a-68-92, inclusive, is an opportunity for creative and innovative agency measures. These measures may ultimately create opportunities not otherwise available to achieve the full and fair participation of all protected group members. Programs offered through Charter Oak State College aimed to increase opportunities for members of all protected groups include:

- utilization of non-competitive positions – currently, all of the 62 full-time positions at the College are potentially non-competitive;
- utilization of members of Charter Oak’s 280 consulting faculty as additional recruitment sources. Charter Oak’s consulting faculty are employed full time at other Connecticut colleges – used during this reporting period’s external searches- see Section 48a-68-80;
- utilization of outreach advisors as additional recruitment sources when contacting businesses and organizations, including those which target a protected class audience – used during the external searches of this reporting period – see Section 48a-68-80;
- utilization of Charter Oak State College’s website for position announcements;
- conversion of addresses of recruitment sources to e-mail addresses – this not only saves time and money, but also ensures that job announcements reach a greater applicant pool – used during this period’s external searches;
- a flex-time work week policy for employees to allow for educational and family responsibilities. Each College employee has been able to select his/her work schedule between 7:00 a.m. and 5:30 p.m. on Monday, Tuesday, Thursday and Friday, and between 7:00 a.m. and 6:30 p.m. on Wednesday;
- a formal policy for reducing work week hours, a full-time employee may request of management that their position be adjusted to a part-time status of 39 hours/week or less but not below 20 hours/week;
- implementation of the voluntary schedule reduction program, but not below 20 hours/week;
- tuition waivers for employees enrolled in Charter Oak State College Certificate, Associates, Bachelors, Masters degree programs;
- participation in the Department of Administrative Services In-Service Training Program to foster professional development;

- a professional development fund for union employees for tuition reimbursement or professional development;
- utilization of internal budget dollars for professional development of staff;
- agency-wide training on technology changes and strategic initiatives like customer service;
- utilization of operating funds to support employee training;
- diversity, mandatory reporter, workforce violence prevention, and sexual harassment prevention training for all new employees as mandated by the Connecticut legislature;
- internships/student workers – 2 students from colleges and universities;
- use of higher education focused webinars for staff to keep updated on current issues in higher education;
- participation in college fairs;
- utilization of media that advertise positions on the Internet and in print are used during the external searches of this reporting period – see Section 48a-68-80; and
- a telecommuting program adopted by the College in November 2001. Telecommuting is a voluntary employment alternative that avoids the normal work commute and allows the opportunity to work at home.



46a-68-94  
Concluding Statement

## CONCLUDING STATEMENT

I, Ed Klonoski, President of Charter Oak State College, acknowledge that the ultimate responsibility for promoting and enforcing affirmative action rests with me. Every good faith effort to achieve the goals and objectives of the plan have been made. I also attest that John-Paul Chaisson-Cardenas, VP of Diversity, Equity, and Inclusion, reported directly to me during the reporting period.

I pledge that the College and I will make every good faith effort to achieve the new objectives, goals, and timetables set forth in this plan.

---



---

Ed Klonoski  
President, Charter Oak State  
College

March 30, 2023