

# **AFFIRMATIVE ACTION PROGRAM**

**FOR**

## **CT State Colleges and Universities (CSCU)**

**Terrence Cheng**  
President

**Nicholas D'Agostino**  
Director of Equal Employment Opportunity

**For the Reporting Period:  
March 1, 2020 – February 29, 2022  
Submitted: June 30, 2022**



**Connecticut State  
Colleges & Universities**

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Terrence Cheng  
*President*

June 30, 2022

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

Dear Executive Director Hughes:

The CT State Colleges and Universities System Office 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 System Office 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 yours,

A handwritten signature in cursive script that reads "Terrence Cheng".

Terrence Cheng  
President, Connecticut State Colleges and Universities



# 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

### Connecticut State Colleges and Universities 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.

Connecticut State Colleges and Universities

SECTION 46a-68-78. Policy Statement

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  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  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:

As was stated in the prior review and analysis report, enter the quarter on the SBE/MBE quarterly reports.

Only the quarterly reports are required to fulfill the reporting mandate.

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

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

Connecticut State Colleges and Universities

PRESENT SUBMISSION:

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

SECTION 46a-68-84. Availability Analysis

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

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

Connecticut State Colleges and Universities

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

PROPOSALS/RECOMMENDATIONS:

In future filings, follow the order of the Affirmative Action Regulations and place Section 46a-68-88 after Section 46a-68-87 in the affirmative action plan.

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

Connecticut State Colleges and Universities

SECTION 46a-68-90. Goals Analysis

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

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

SECTION 46a-68-91. Upward Mobility

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

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

PROPOSALS/RECOMMENDATIONS:

In future filings, follow the order of the Affirmative Action Regulations and place Section 46a-68-91 after Section 46a-68-90 in the affirmative action plan.

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 the Connecticut State Colleges and Universities for the filing date of August 14, 2020, 45-day extension of the June 30, 2020 filing date, has been voted APPROVED.



# **CT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE AFFIRMATIVE ACTION PLAN**

**March 1, 2020 – February 28, 2022**

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**Section 46a-68-78  
Policy Statement**

**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

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Terrence Cheng  
President  
Connecticut State Colleges & Universities (CSCU)

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Date

#### **4.5 Affirmative Action Policy Statement**

This Affirmative Action Policy Statement has been prepared as required by section 46a-68 of the Connecticut General Statute which requires that all state agencies with 25 or more employees create an affirmation plan in accordance with Commission on Human Rights and Opportunities regulations. CHRO regulations require that affirmation action plans contain a policy statement.

The Board must formally adopt its own statement of policy in compliance with Connecticut State Agency Regulation 46a-68-33. The Policy Statement is necessary to formalize its commitment 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.

As the statewide policy making authority for public higher education in Connecticut, the Board of Regents for Higher Education is committed to leading, by example, in the areas of equal employment opportunity and affirmative action. Additionally, the Board of Regents has been charged by state statutes (specifically Connecticut General Statutes 10a-10 and 10a-11) to promote representative racial and ethnic diversity among the students, faculty, administrators and staff at public institutions of higher education. The Board of Regents for Higher Education's policies also advances compliance with the Americans with Disabilities Act at all Connecticut state colleges and universities. Equal employment opportunity and affirmative action are essential to achieving higher education's twin goals of academic excellence and equity.

The Board of Regents for Higher Education 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 Board of Regents for Higher Education deems equal employment opportunity to be the employment of individuals without consideration of race, color, sex, 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 Board 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 Department will not unlawfully discriminate against persons with a prior criminal conviction. Equal opportunity is the purpose and goal of affirmative action.

It is the policy of the Board of Regents for Higher Education to administer all personnel policies in manners that insure that there is no discrimination based upon race, color, sex, religious creed, marital status, national origin, ancestry, intellectual disability, past or present history of

mental disability, learning disability, physical disability, age, genetic information, gender identity and expression or sexual orientation. The Board's personnel policies involve employment applications, job qualifications, job specifications, recruitment practices, job structuring, orientation, training, counseling, grievance procedures, evaluation procedures, layoffs and terminations. To ensure the full and fair participation of protected group members in the employment process the Employee Relations Office shall be consulted and shall monitor the complete employment process. In addition, the Affirmative Action Officer/Designee has sign off responsibilities in all aspects of the staff recruitment and selection process.

The Board of Regents for Higher Education recognizes the hiring difficulties experienced by the physically disabled and by many older persons. If necessary, the Board shall establish program goals within 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 Board of Regents for Higher Education 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 Board of Regents for Higher Education 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 Board of Regents for Higher Education pledges not only to provide services in a fair and impartial manner, but also establish, through this policy, affirmative action and equal opportunity as immediate and necessary Board objectives.

The Board of Regents for Higher Education 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 system president] is the Chief Executive Officer for the Board of Regents for Higher Education, is committed to successfully implementing the Affirmative Action Plan within timetables set forth. The President assures that all employees, especially managers and professionals, understand the policies and their responsibilities for implementing such and take positive steps to ensure compliance with the plan, policy and procedures.

Leah Glende, is the appointed Affirmative Action Officer for the Board of Regents for Higher Education. The Affirmative Action Plan is available to all members of the workforce through the Employee Relations Office which is located at 61 Woodland Street, Hartford, CT 06105. Ms. Glende can be reached by telephone at (860) 723-0794 and email at [glendel@ct.edu](mailto:glendel@ct.edu).

Federal and State constitutional provisions, laws, regulations, guidelines and executive orders that prohibit or outlaw discrimination, that identify each class of protected persons and that require and regulate the development of the Affirmative Action Program are attached.



**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 "Tom Choy".

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

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46A-68-79**  
**INTERNAL COMMUNICATION**

This section was in compliance in the last Affirmative Action Plan submission.

**Subsection (a)**

**Dissemination of Policy**

The Connecticut State Colleges and Universities (CSCU) System Office is committed to implementing its Affirmative Action Plan and to encouraging and coordinating the equity efforts at all of the Connecticut State Colleges and Universities. The first step in this regard is achieved by developing an acceptable Affirmative Action Plan and by making all those concerned and affected aware of the CSCU's policies, intentions, goals and objectives for the system-wide achievement of equity. The following procedures will be utilized to assure that all affected parties are informed of, and given an opportunity to, comment on the contents of the Affirmative Action Plan and programs.

**Communication of Procedures**

It is the Connecticut State Colleges and Universities' System Office position that all of its staff shall be aware of the CSCU's policy, plans, goals and objectives relative to affirmative action, equal employment opportunity, diversity, inclusion and equity. The following internal communication procedures include:

1. A copy of the Connecticut State Colleges and Universities (CSCU)'s Affirmative Action/Equal Employment Opportunity Policy Statement is posted on the System Website and was disseminated to all employees via electronic mail from the President annually during the reporting period. All employees were notified that a copy of the Affirmative Action Plan (AAP) is available for their perusal in the Human Resources and the President's Office.
2. A copy of the Affirmative Action Plan was available in the President's Office and in the Human Resources Office throughout the entire reporting period.
3. All new employees are provided a copy of the Affirmative Action/Equal Employment Opportunity Policy Statement as part of the new employee orientation session on their first day of work.
4. Employees at the Connecticut State Colleges and Universities System Office were given time to review and comment upon the Affirmative Action Plan. However, the System Office's Affirmative Action Plan was available to all employees to review throughout the biennial reporting period.
5. The Director of Equal Employment Opportunity maintains copies of all affirmative action related internal communications and comments received and notes the date such statements are received. Employees are asked to forward any comments regarding the Affirmative Action Plan to the Director of Diversity and Inclusion directly. No comments were received regarding the previous Affirmative Action Plan.
6. A copy of the Affirmative Action Plan's hiring and promotional goals are available for all search committees and hiring managers throughout the reporting period.
7. The Director of Equal Employment Opportunity monitors and assumes responsibility for communicating to the CSCU System Office staff appropriate state and federal laws, statutes, regulations and responsibilities that ensure employee protection and compliance. The Director

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46A-68-79**  
**INTERNAL COMMUNICATION**

of Equal Employment Opportunity serves as the Americans with Disabilities (ADA) Coordinator and assists with coordination of Title IX compliance efforts.

8. Similar communications list the Director of Equal Employment Opportunity by name and address and all employees can contact her directly regarding any AA/EEO, diversity, inclusion, equity, Americans with Disabilities Act (ADA), Section 504 and Title IX concern. She is also listed as the contact in the Non-Discrimination Clause on all job announcements and related advertisements.

**Subsection (b)**

The CSCU System Office maintains copies of all affirmative action-related internal communications and comments received pursuant to subsection (a) of this section and notes the date such comments were received. No comments were received regarding the Affirmative Action Plan and related programs during the reporting period.

**Subsection (c)**

The CSCU System Office has outlined steps it took during the reporting period to comply with the requirements of Sections 46a-54 (15) (A) and 46a-56-54 (16) of the Connecticut General Statutes. The EEO Center of Excellence has launched a diversity training and has maintained compliance with this training. Additionally, during new employee orientation, all employees receive State mandated diversity training. The CSCU utilizes an online program to meet compliance with sexual harassment prevention training.

Diversity Training Compliance: 56 employees completed diversity training during the reporting period.

Sexual Harassment Prevention Training Program: 131 employees completed sexual harassment prevention training.

**Subsection (d)**

The CSCU System Office's Affirmative Action Plan was made available to all employees for review throughout the reporting period. There were no comments from employees concerning the plan during the reporting period.

On a regular basis the President meets with the Vice President of Human Resources and other administrative staff to discuss the Affirmative Action Plan (AAP) and programs and also review progress and discuss problems and clarify responsibilities.

The Director of Equal Employment Opportunity reports directly to the CSCU President for all affirmative action, equal employment opportunity, diversity, inclusion, equity and on information related to the Americans with Disabilities Act (ADA) and Title IX compliance mandates.

The Director of Equal Employment Opportunity also reports to the Chief Administrative Officer on other daily functions. The President is updated on the CSCU System Office progress toward meeting affirmative action goals and objectives and related programs.



## D'Agostino, Nicholas

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**From:** CSCU-Announcement  
**Sent:** Tuesday, November 16, 2021 4:26 PM  
**To:** CSCU-Announcement  
**Subject:** CSCU Affirmative Action Plan and Policy Statement Annual Notice to Employees



**TO:** Connecticut State Colleges and Universities (CSCU) System Office Employees  
**FROM:** Terrence Cheng, President  
**DATE:** November 16, 2021  
**RE:** CSCU Affirmative Action Plan and Policy Statement Annual Notice to Employees

The CSCU System Office's Affirmative Action Plan and Policy Statement have been approved by the Commission on Human Rights and Opportunities (CHRO). The Affirmative Action Plan is available to review in the Human Resources Office through the end of February 2022. This Affirmative Action Plan covers the biennial reporting period of March 1, 2020 through February 29, 2022.

As President, I am strongly committed to promoting the principles of affirmative action, equal employment opportunity, diversity, equity and inclusion in the workplace. The Affirmative Action Plan guides us in our efforts to comply with state laws and regulations. Specifically, to identify strengths and weaknesses in our employment system, resolve problems and concerns as they appear, help prepare our current employees for advancement through training programs and affirmatively recruit new employees.

The Connecticut State Colleges and Universities Affirmative Action Plan, Affirmative Action Policy Statement, and CSCU Affirmative Action Plan Executive Summary have been added to the CSCU website along with the Discrimination Complaint Procedure and BOR Sexual Misconduct Policy. Please take a few minutes to review these documents:

1. [CSCU Affirmative Action Plan](#)
2. [CSCU Affirmative Action Policy Statement](#)
3. [CSCU Affirmative Action Plan Executive Summary](#)
4. [CSCU Discrimination Complaint Procedure](#)
5. [BOR Sexual Misconduct Reporting, Supportive Measures and Processes Policy](#)

All employees shall conduct themselves in a respectful and professional manner consistent with the various elements of the Affirmative Action Plan and supervisors will be held accountable for the day-to-day oversight and compliance of staff and related programs. Information regarding Equal Employment Opportunity can also be found on the CSCU website: <https://www.ct.edu/hr/diversity>

If you have any questions or comments about any aspect of the System Office Affirmative Action Plan, Policy Statement, Summary of Objectives, or the Discrimination Complaint Process including suggestions for future enhancements, please contact Nicholas D'Agostino, Director of Equal Employment Opportunity at 860-723-0727. Mr. D'Agostino is located on the 3<sup>rd</sup> Floor in the Human Resources Department, Room 308 D. The Affirmative Action Plan is available to review through February 28, 2022. A response will be offered to each signed comment or question received.

Thank you for your ongoing support and commitment.

Sincerely,

Terrence Cheng, President  
Connecticut State Colleges and Universities

## D'Agostino, Nicholas

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**From:** Glende, Leah A  
**Sent:** Wednesday, July 29, 2020 2:32 PM  
**To:** D'Agostino, Nicholas  
**Subject:** Fw: CSCU Affirmative Action Plan and Policy Statement  
**Attachments:** CSCU Affirmative Action Plan and Policy Statement Nov 2018.pdf

Hi Nick -

This is the email to send out the AAP Policy to SO staff. I could not save the whole thing but maybe we just put in the letter and policies because I am going to mail the next one out probably tomorrow or Friday after the meeting with Ernestine.

Can you put this in the Internal Communication Section. I could not save the email there - sorry I was having trouble with it.

Thanks

Have a great day.

Leah!

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**From:** Thomas, Victoria F <VThomas@commnet.edu>  
**Sent:** Tuesday, November 13, 2018 4:46 PM  
**To:** SO-Staff <BOR-Staff@ct.edu>  
**Subject:** CSCU Affirmative Action Plan and Policy Statement

Good afternoon,

On behalf of President Ojakian, I've attached the CSCU AA Policy Statement, Discrimination Complaint Process and Summary of Goals.

Please contact [Leah Glende](#) if you have any questions or comments on the attached document.

*Victoria*

**2018-2019 CSEC Coordinator**

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Victoria Lee Thomas  
Office of President Mark E. Ojakian  
**Connecticut State Colleges and Universities (CSCU)**  
61 Woodland Street, Hartford, CT 06105

☎ 860.723.0011 | 📠 860.723.0882 | ✉ [vthomas@commnet.edu](mailto:vthomas@commnet.edu)

"When people show you who they really are, and they will, believe them the first time" -Maya Angelou



Preserve the environment - print only when necessary. Thank you.

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES  
AFFIRMATIVE ACTION PLAN  
ANNUAL REPORT TO THE PRESIDENT**

Reporting Period:  
March 1, 2018 – February 29, 2020

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

The Connecticut State Colleges and Universities (CSCU) remains committed to a policy of affirmative action, equal employment opportunity, diversity, inclusion, and equity in the workplace. The Affirmative Action Plan covers the reporting period March 1, 2018 through February 29, 2020 and details our efforts, goals, responsibilities and establishes our new hiring, promotional and programmatic goals for 2020-2022.

Copies of the Affirmative Action Plan are available in the Human Resources Office and the President's Office. As a public document, the Plan is available for review by employees, and the general public throughout the entire reporting period that runs from March 1, 2018 through February 29, 2020. The respective unions were encouraged to review the last AA Plan and direct any comments in writing to the Manager of Diversity and Inclusion. During the past reporting period, no comments were received.

During the past reporting period, there were thirty-five (35) hires that met ten (10) goals, or 28.5% goal achievement. There were eighteen (18) goals set in the last AAP and ten (10) goals were met or 55.6% goal achievement. There were two (2) promotions: 1 WM and 1WF – From Technical Paraprofessional to occurred that resulted in no promotional goal achievement.

CSCU 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).

The chart attached shows the Previous Goals that were established in the last reporting period and the hiring activity. The last column indicates the hiring goals that were achieved.

**Connecticut State Colleges and Universities (CSCU)  
Affirmative Action Plan  
Hiring Activity and Goal Achievement  
For March 1, 2018 through February 29, 2020**

<u>Occupational Category</u>	<b>Goals</b>	<b>Hires/New Employees</b>	<b>%</b>
<b>Executive/Administrative/Managerial</b>	<b>1 WF 1 BM</b>	7 WM 2 WF 1 BM	<b>100% 1 WF 1 BM</b>
<b>Professional</b>	<b>6 WF 2 HM 1 HF 2 OM</b>	7 WM 10 WF 2 BM 1 HF	<b>63.6% 6 WF 1 HF</b>
<b>Secretarial Clerical</b>	<b>1 WM 1 HF 1 OF</b>	<b>0</b>	<b>0%</b>
<b>Technical Paraprofessional</b>	<b>1 WM 1 BF</b>	2 WM 2 WF 1 OM	<b>50% 1 WM</b>
<b>TOTAL</b>	<b>Goals Set = 18</b>	<b>Total Hires =35</b>	<b>Goals Met = 10 55.6%</b>

**SUMMARY OF OBJECTIVES**

The following hiring and promotion goals have been set for the period March 1, 2020 – February 29, 2022 in accordance with Regulations of Connecticut State Agencies Section 46a-68-85.

**Connecticut State Colleges and Universities (CSCU)  
Affirmative Action Plan**

**Hiring Goals  
For March 1, 2020 through February 29, 2022**

<b>Executive/Administrative/Managerial</b>	3 WF, 1 HM, 1 HF
<b>Professional</b>	2 WF, 3 HM, 2 HF, 2 OM
<b>Secretarial Clerical</b>	1 WM, 1 BM, 1 HF
<b>Technical Paraprofessional</b>	1 BF

**Promotional Goals  
For March 1, 2020 through February 29, 2022**

<b>Executive/Administrative/Managerial</b>	None
<b>Professional</b>	None
<b>Secretarial Clerical</b>	None
<b>Technical Paraprofessional</b>	None

**Connecticut State Colleges and Universities (CSCU)  
Affirmative Action,  
Equal Employment Opportunity, Diversity and Equity Responsibilities**

With numerous changes within the Executive/Leadership Team, this Annual Report presents the perfect opportunity to affirm the fact that diversity enhances the workplace and is valuable for staff at the System Office to reflect the diversity within the Connecticut State Colleges and Universities (CSCU).

The CSCU Hiring Procedures have been put in place to ensure diversity will be taken into account when filling future positions at the CSCU System Office. These procedures will also assure CSCU will 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 Connecticut State Colleges and Universities (CSCU) 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.

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**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 Connecticut State Colleges and Universities (CSCU) is required to file an Affirmative Action Plan for the current reporting period that covers the timeframe covering March 1, 2018 through February 29, 2020. CHRO reviews the AAP by the Regulations “Standard of Review” and by enforcing affirmative action and equal employment opportunity compliance.

The AAP has eighteen (16) 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 BOR 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.

## **Personnel Activity during the Reporting Period -3/1/18 – 2/29/20:**

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### **HIRES:**

<b><u>EEO Category</u></b>	<b><u>Race/Sex</u></b>	<b><u>Title</u></b>
Executive	WF	VP of Purchasing
Executive	WM	Chief Financial Officer
Executive	WF	VP of Enrollment Mgmt
Executive	BM	Regional President
Executive	WM	Regional President
Executive	WM	Regional President
Executive	WM	Assoc. VP for Academic Affairs
Executive	WM	Assoc. VP for Academic Affairs
Executive	WM	VP of Human Resources
Executive	WM	Assoc. VP Student Success and Academic Initiatives
Professional	WF	Director of Finance and Accounting
Professional	WM	ECM Senior Systems Admin
Professional	WM	Labor Relations Associate
Professional	WF	Associate for Business & Finance
Professional	WF	Executive Director of Strategic Initiatives, Sponsored Res & Stud Affairs
Professional	WM	Executive Director of Digital Learning
Professional	BM	Facilities Design Planner
Professional	WM	Programmer IV
Professional	WM	COSC Director
Professional	WF	Assistant Director of Financial Aid
Professional	WF	Assistant Director of Financial Aid
Professional	WF	Associate Director CSCU Student Success
Professional	WM	Director of Communications
Professional	HF	Director of Governor Relations
Professional	BM	Project Director, National Advisor Manufacturing
Professional	WF	Associate for Finance & Accounting
Professional	WM	Program Manager for Library Consortium
Professional	WF	Assistant Counsel
Professional	WF	Assistant Counsel
Professional	WF	Controller
Technical/Para	OM	Finance Admin Trainee
Technical/Para	WM	IT Admin Trainee
Technical/Para	WM	Assistant for Budget & Finance
Technical/Para	WF	Finance Admin Trainee
Technical/Para	WF	IT Admin Trainee

### **PROMOTIONS**

<b><u>EEO Category</u></b>	<b><u>Race/Sex</u></b>	<b><u>Title</u></b>
Professional	WM	Assistant for Budget & Fin to Finance Services Specialist
Professional	WF	Finance Admin Trainee to Assistant Dir of Fin & Accounting

### **GOALS ACHIEVEMENT SUMMARY:**

**Summary of Goals Achieved: 10** Goals were achieved (**1 WM, 7 WF, 1 BM, 1 HF**) out of **35** hires – **28.6%** goal achievement. Or 10 out of 18 goals established – **55.6%** goal achievement.

## D'Agostino, Nicholas

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**From:** CSCU-Announcement  
**Sent:** Wednesday, November 10, 2021 10:04 AM  
**To:** CSCU-Announcement  
**Subject:** RE: Mental Health And Other Supports For Employees

Dear CSCU Community,

We have received some questions regarding eligibility for the Lexington Group's services, particularly from adjunct or part-time employees. To clarify, **these services are available to all employees, whether they are full or part-time**, except for student workers who have access to mental health services online through [illumu.com](http://illumu.com).

CSCU's Human Resources department has been in touch with the Lexington Group, and any initial access issues have been resolved.

Once again, I encourage anyone who could use additional support in any area of their personal life to reach out to the Lexington Group.

- [Visit the Lexington Group's website \(the-lexington-group.com\)](http://the-lexington-group.com)

Sincerely,

Terrence Cheng  
President, CSCU

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**From:** CSCU-President <CSCU-President@ct.edu>  
**Sent:** Tuesday, November 2, 2021 11:34 AM  
**To:** CSCU-President <CSCU-President@ct.edu>  
**Subject:** Mental Health And Other Supports For Employees

Dear College and System Office Employees,

I am writing to remind you that in May, Human Resources announced a partnership with the Lexington Group to provide emotional supports for our employees and their families through the EAP. We recognize that the past nearly two years have been especially hard on all of us, and CSCU is making these services available to provide additional assistance during difficult times.

Through the Lexington Group, all of us now have access to confidential in-person counseling services, with remote options also available in many cases.

The Lexington Group can be contacted 24/7 for immediate and confidential access at **1-800-676-HELP (4357)**. You can also request clinical services or read more about the program online.

- [Visit the Lexington Group's website \(the-lexington-group.com\)](http://the-lexington-group.com)

**Your unique employee password is: "cscuE"**

In addition to mental health options, the Lexington Group can assist with any personal problem, including marriage and family, financial, substance abuse, and workplace concerns – securely and confidentially.



It is more important than ever that all of us prioritize our mental and emotional wellbeing, and I encourage anyone who is struggling or could use additional support in any area of their personal life to utilize these important services.

Sincerely,

Terrence Cheng  
President, CSCU



**CEOs/Presidents Agenda**  
**January 10, 2022**  
**9:30-11:30am**  
**WebEx**

1. **Arrival:** 9:30am; Welcome everyone!
2. **Security:** Chief Garewski, 45 minutes, 9:30am-10:15am
3. **Search Process:** Nicholas D’Agostino, Kimberly James, Kerry Beckford, Alice Pritchard, Kimberly Carolina, Theresa Eisenbach, and Rebecca Cannon-Klemenz, 45 minutes, 10:15am-11:00am
  - Discuss the roll of DEI in the search process and why it matters
  - Discuss the updating of the search training to include a 30-minute online module on Bias in the Interviews
  - Review from start to finish – all updates to the Search Process and the incorporation of DEI in that process
4. **Tuition:** Ben Barnes, 15 minutes, 11:00am-11:15am
5. **Guided Pathways Update:** Mike Buccilli, 15 minutes, 11:15am-11:30am

WebEx Info (which has already been sent by invitation):

Monday, January 10, 2022

9:30 AM | (UTC-05:00) Eastern Time (US & Canada) | 2 hrs

[Join meeting](#)

**More ways to join:**

**Join from the meeting link**

<https://ctedu.webex.com/ctedu/j.php?MTID=m88e5d3da7c9cc5fd196971969a3dc620>

**Tap to join from a mobile device (attendees only)**

[+1-650-479-3208](tel:+1-650-479-3208).,26213464515### Call-in toll number (US/Canada)

## D'Agostino, Nicholas

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**From:** CSCU-President  
**Sent:** Tuesday, February 1, 2022 1:13 PM  
**To:** CSCU-President  
**Subject:** Celebrating Black History

Dear CSCU Community,

Each February, we celebrate Black History Month in the United States and reflect on the rich economic, scientific, civic, cultural, and educational contributions of Black Americans to our society at large.

Appropriately, this year's Black History Month theme is health and wellness. This highlights the difficult reality that the COVID-19 pandemic has only [exacerbated health disparities](#) between white communities and communities of color – disparities that have, tragically, existed for generations. Of course, it also highlights the work Black Americans have done to build and strengthen the medical and public health fields, often finding innovative solutions in the face of discrimination. The creation of the [Howard University College of Medicine and Meharry Medical College](#), for instance, was necessary because aspiring physicians who were Black were barred studying medicine at traditionally white institutions. Of course, it is not difficult to draw a direct line from this segregation in early medicine to disproportionate health outcomes, even generations later.

I also use Black History Month as the opportunity to ask myself and our institutions what we are doing to break cycles of discrimination that continue to exist today. How can we, as diverse institutions, better serve all of our students, and in particular our students of color? How can we do more to ensure our employee population more closely resemble the diverse communities and state we serve? I certainly don't have all of the answers, but my commitment – and that of each of our extraordinary campus, system and BOR leaders – to diversity, equity and inclusion is steadfast. I am confident that by working together, defining shared goals for a stronger and more diverse community, and creating plans of action, we can better serve our students and do our small part in the effort to bring equity to our state.

Sincerely,

Terrence Cheng  
President, CSCU

P.S. I am sharing some additional resources below.

- [The Official BHM website \(blackhistorymonth.gov\)](https://blackhistorymonth.gov)
- [NCI study highlights pandemic's disproportionate impact on Black, American Indian/Alaska Native, and Latino adults \(nih.gov\)](#)
- [The forgotten history of defunct black medical schools in the 19th and 20th centuries and the impact of the Flexner Report \(nih.gov\)](#)
- [Black History Month Toolkit \(minorityhealth.hhs.gov\)](https://minorityhealth.hhs.gov)



## New Employee Orientation Schedule

8:30 – 9:00am	Welcome – Meet and Greet PowerPoint	Samantha Pugh/ Theresa Eisenbach
9:00 – 9:30am	Unions	Seth Freeman Kofi Adonako-ayisi (4c's)
9:30 – 10:00am	Title IX (Virtual)	Angelo Simoni Jr/Colleen Kearney
10:00 – 10:15am	Benefits (Virtual)	Karla Desjardins
10:30 – 10:45am	IT	Justin Brennan
11:00 – 11:30am	FERPA	Gayle Barrett
11:30 – 12:30pm	<b>-Lunch Break-</b>	
12:30 – 12:50pm	Payroll (Virtual)	Elizabeth Sohl
12:50 – 1:20pm	NEGOV/Policies	Nick D'Agostino/Kimberly Carolina
1:20 – 1:30pm	<b>-Break-</b>	
1:30 – 2:00pm	Equity Minded Training	Kerry Beckford
2:00 – 4:00pm	Diversity Training	Rebecca Cannon/Kim Carolina
4:00 – 4:30pm	Final Questions and Closing	Talent Acquisition Team

## D'Agostino, Nicholas

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**From:** CSCU-Announcement  
**Sent:** Saturday, January 9, 2021 6:04 PM  
**Subject:** MANDATORY SEXUAL HARASSMENT PREVENTION TRAINING REMINDER

Dear Colleagues,

Hello and Happy New Year! The Connecticut Commission on Human Rights and Opportunities (CHRO) has extended the deadline for completion of the Sexual Harassment Prevention training to 2/9/21. As a reminder, this is state-mandated training for both full-time and part-time employees as required in the state's Time's Up Act and is available online to all CSCU employees in [FirstNet](#) as course HV09 Harassment Prevention for CT Employees until 1/14/21. On 1/15/21, CSCU will be transitioning to a new learning management system called NEOGOV LEARN. The same HV09 Harassment Prevention for CT Employees course will be available in LEARN. CSCU employees will soon receive a welcome email to LEARN with a link to initiate your log in credentials along with additional new user information. Please do not disregard this email.

**FOR YOUR AWARENESS...if you started but have not yet completed course HV09 in FirstNet, you are strongly encourage to do so on or before 1/14/21. If not, you will be required to begin the module anew due to the 1/15/21 transition to NEOGOV LEARN. For those having to restart the course, the deadline remains 2/9/21. For those who have completed it, nothing further is required. Your course completion will transition into the LEARN platform.**

Completion of the course will take approximately 2 hrs and can be done in multiple sessions. Student workers are receiving sexual harassment prevention training in a different LMS called "Not Anymore" and need not take the HV09 training module.

Many CSCU employees took the opportunity to complete this training during the fall 2020 term and we thank Training Administrators in facilitating its completion. We strongly encourage those CSCU employees who have not yet completed this training to do so as soon as possible but no later than 2/9/21.

[CSCU Employee Training Center \(firstnetcampus.com\)](http://firstnetcampus.com)

[Sexual Harassment Prevention Resources \(ct.gov\)](http://ct.gov)

Thank you.

HR Shared Services

**CSCU** Connecticut State Colleges & Universities

Search Charge Meeting

**CSCU** Search Charge Meeting

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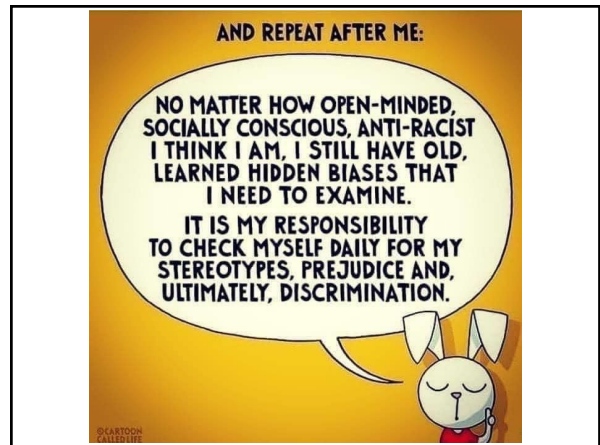
**UNCONSCIOUS BIAS**

- 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.
- As diverse search committees, it is important we work together to select the best candidates.
- Conflicts of interest

**CSCU** Search Charge Meeting

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Thank you for agreeing to serve on a CSCU search committee!



**CSCU** Search Charge Meeting

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**CONFIDENTIALITY**

- 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.
- FOIA

**CSCU** Search Charge Meeting

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**Step 1: Committee Meetings**

Coordinate search schedule:

- What dates and times are we planning to meet to...
  - Draft interview questions and matrix?
  - 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?
  - Remember to document all decisions for the file

**CSCU**  
Search Charge Meeting

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### Step 2: Developing Matrix/Interview Questions

Questions should...

- help you determine candidates' skills and experiences
- help you determine candidates' strengths and weaknesses
- incorporate behavioral and situational interview questions
- Best practice: Each question should have established preferred responses to ensure they are quantifiable
- Send questions and matrix (and preferred responses if applicable) to your Human Resources contacts for approval

**CSCU**  
Search Charge Meeting

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When selecting candidates for interviews please consider the following:

1. Follow a matrix to determine how candidates will be eliminated
2. Takes notes to help committee chair complete Strengths/Weaknesses chart
3. Keep in mind all notes/emails subject to FOIA

**Candidates selected for interviews should be emailed to HR/AAO. Please include dates and times the committee is available for interviews (allowing at least 1 week notice for candidates)**

Sample Matrix

Candidate	Minimum Requirements										Comments	Rank	Notes	
	1	2	3	4	5	6	7	8	9	10				
1														
2														
3														

**CSCU**  
Search Charge Meeting

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### Step 4: Interview

- o All applicants should be asked the same questions
- o Same format- video vs. audio vs. in person
- o Same participants- all Search Committee members must attend each interview
- o After interview, Search Committee members discuss strengths/weaknesses
- o Search Committee recommends 3-5 candidates to move forward
- o Documentation- Search Committee must document reasons for decisions

**Once interviews are complete-please send to HR**

**CSCU**  
Search Charge Meeting

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### Step 3: Application Review

- Should be consistent for all applicants
- 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

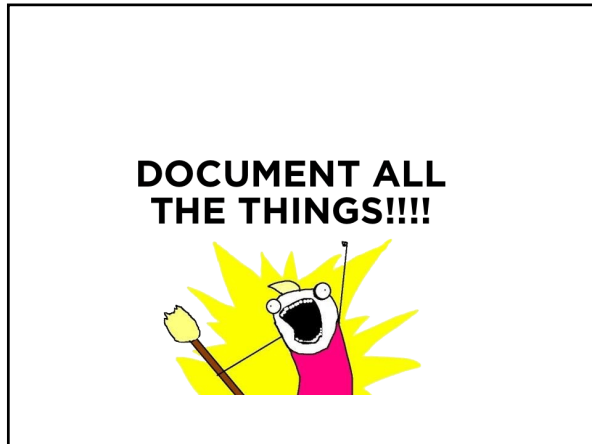
**CSCU**  
Search Charge Meeting

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Once interviews are complete...

Send the below to your Human Resources contact:

1. List of candidates moving forward in the process.
2. Strengths and weaknesses of all candidates interviewed based on the interview and skills/abilities/experience.
3. Matrix– with reason for elimination of all applicants reviewed.
  - Reasons should be specific, e.g., did not meet the degree requirement, met required and zero preferred/desired qualifications, met required and all preferred qualifications.



**CSCU** Your Next Steps

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1. Convene as a committee
  - Develop Matrix (based on job posting)
  - Develop Questions
  - Send Matrix and Questions to your HR contacts for approval
2. This will then give you access to the applications
3. We are here to help you at each step.

**CSCU**

Capital East Region contacts	Shoreline West Region contacts	Northwest Region contacts
Miguel Lugo	Nick D'Agostino	Christie Higney
Debra Freund	Christie Higney	Miguel Lugo
Theresa Eisenbach	Theresa Eisenbach	Theresa Eisenbach
Leah Glende	Leah Glende	Leah Glende

Any questions?



**Connecticut State Community College  
Confidentiality Agreement for Search Committee Members**

Confidentiality is the foundation of a credible search committee and trustworthy search process. Searches conducted in an impartial, ethical and professional manner preserve the integrity of all parties involved. As a search committee member, I understand the importance of maintaining strict confidence throughout the hiring process and that confidentiality is an absolute requirement to be understood and honored by everyone on the search team. I hereby agree to abide by the following:

1. I understand that this Search Committee's role is to recommend candidates to the hiring authority who has the ultimate decision to select a candidate that is best qualified.
2. I acknowledge that **all information** concerning the candidate pool is **extremely confidential** and agree to protect the identity of the individuals who have expressed interest in exploring this opportunity, including individual qualifications and merits.
3. I will maintain the privacy of all applicants' information, **even after the search process is complete**.
4. I agree that **any and all information** in the form of paper, books, files, documents, electronic communications, or in any other form or format that comes into my possession as it relates to the work of the search committee is **confidential** and is **my responsibility** to safeguard and prevent from being viewed by anyone outside of the committee.
5. I agree to maintain **absolute confidentiality about all discussions** held by the search committee, both **during** the search process **and after** its completion.
6. Upon request of a **Human Resource representative and/or the Chair of the search committee**, I agree that I will return or destroy all materials, which I have received.
7. I will **not contact any applicants** without approval from a Human Resource representative and the Chair of the Search Committee to discuss **any matters** regarding the search. If I am contacted by **anyone** who wishes to discuss **any confidential aspect** of the search, I will refer them to **Human Resources**.
8. I will **not make any effort** to contact or discuss matters of this search with **any** of the applicant's **references or places of employment**, past or present, whether it be **via email, social media, etc.**
9. I agree to disclose **promptly** to the Chair of the Search Committee and Human Resources **any real or potential** conflicts of interest between myself and any of the candidates.

*I have read, understand and agree to abide by all the terms of this confidentiality agreement. I am aware that failure will result in the incident being documented and placed in my professional file.*

**Committee Member:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**HR:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## **Unconscious Assumptions or Bias in the Evaluation Process of Candidates and Including the Interviews**

-The evaluation of candidates should be equitable, consistent and objective and based solely on the qualifications advertised in the job announcement/advertisement and the quality of the submitted resume and application paperwork that includes all of the required elements.

-Bias is an inclination or prejudice for or against one person or group. Unconscious bias are feelings we have towards other people or groups of people. Unconscious feelings play a small part in influencing our judgement of certain people and groups, away from being balanced or even-handed, in many different areas of life, including the workplace. Feelings about gender and stereotypes we've all developed throughout our lives. How we were brought up, where you were brought up, how we've been socialized, our experiences, our exposure to other social identities and social groups, who our friends are and friends we have had through our lives, as well as media influences, all affect how we think and feel about certain types of people or feelings toward men and women.

It is important to note that most bias stereotypes, do not come from a place of bad intent. It's just deep seated, unconscious stereotype that's been formed in our brains through years of different influences we often have no control over.

Biases can affect our decision-making process in different ways like perception – how we see people and perceive reality. Attitude and how we react to certain people and how comfortable we are with certain people.

### -Implicit biases can include:

- Stereotypical beliefs and attitudes about social groups such as:
- Men and Women/certain jobs are for one of these groups
- White and Black and other people of color
- Old and young employees and work experience
- Even people's dress and hairstyle can be impacted by bias.

-These beliefs and attitudes can affect one's perception, behavior and judgement about the people in those groups. We need to be aware of the nuances of cultural issues, language barriers and disabilities. It is natural to show a preference for people that share similarities and reject people with characteristics that we are unfamiliar with. So, the first thing to do is to get familiar with unknown experiences, cultures, and people.

Research in this area indicates that every person brings a lifetime of experience and cultural history that shapes their perspectives as related to candidate selection.

We want to attract diverse applicants for all of our positions and want to maintain them.

Good practices to counterbalance the effects of inherent bias include:

- Learning about research on bias and assumptions and striving to minimize their influence on the evaluation of candidates.
- Developing criteria based on position qualifications directly from the job announcement for evaluating candidates and applying them consistently to all applicants.
- Spending sufficient time evaluating each resume/application package thoroughly.
- Evaluating each candidate's entire application package and not depending too heavily on only one element, such as the prestige of the degree-granting institution or post-doctoral program or the letter of recommendation.
- Explaining the decision for rejecting or retaining a candidate based on evidence in the candidate's submitted paperwork as it relates to the position qualifications.
- Be able to defend every decision for eliminating or advancing a candidate.
- Periodically evaluating the search committee's decision to consider whether evaluation bias and assumptions are influencing any decisions throughout the search process.
- All search committee members should discuss the objective(s) of the interview, the main topics or areas to be covered during the interview, the arrangements and interview appointment for each candidate. Please allow ample time to conduct the interview and time between interviews.
- All search committee members should develop a core set of questions for all applicants that will produce sufficient information to make an evaluation of the candidates' qualifications and allow equitable comparison of the candidates' expertise and skills in the line of work or discipline.
- Interview questions must be related to the job and essential job functions to determine the candidate's qualifications, knowledge, skills and abilities for the position.
- All search committee members should participate in all interviews to ensure fair and consistent evaluation of each applicant selected for interviews.
- The interview experience should be consistent and must provide the same opportunities as the other candidates.
- Everyone participating in the interview process must stay away from making comments, using humor or making any statements that could be interpreted as less formal, inappropriate or unlawful. Keeping the interview process formalized and consistent is the best practice to avoid anything that could be considered uncomfortable, illegal or inappropriate. Trying to make the candidate relaxed and at ease is always the best way to begin the interview process because it can be an intimidating experience for them. Starting by introducing the search committee members, explanation of the department that the position is in and the core job responsibilities can start the process positively.
- Document the information provided by the candidate being interviewed and not your opinions, feelings or statements about the person.
- Make sure all of your notes taken to evaluate applicants or interview notes are objective and not subjective; and are maintained and given to the Search Chair to keep in the Search folder.

Thanks for serving on our Search Committee!

Section 46a-68-80  
External Communication and  
Recruitment Strategies

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46a-68-80**  
**EXTERNAL COMMUNICATION**

This element was in compliance in the previous submission.

**Subsection (a)**

The Connecticut State Colleges and Universities (CSCU) System Office has developed means of recruiting goal candidates for current positions.

All of the applicants apply to the CSCU System Office's Human Resources Department and all of the vacant positions are posted on the Connecticut State Colleges and Universities (CSCU) Website. The Director of HR Talent Acquisition and the Manager of EEO work closely with the hiring managers to develop the appropriate recruitment plan for the position requirements.

**Subsection (b)**

Connecticut State Colleges and Universities (CSCU) has put itself on public record as an Affirmative Action and Equal Employment Opportunity employer. Consistent with that posture:

- 1.) Written expression of CSCU System Office's commitment to affirmative action and equal employment opportunity and notice of job availability are sent to recruiting sources and organizations which refer qualified applicants for employment. All job postings and advertisements include a statement that Connecticut State Colleges and Universities (CSCU) is an Affirmative Action and Equal Employment Opportunity Employer. The CSCU System Office's commitment to affirmative action is stated on all notices of job openings and mailed to a resource list that targets underrepresented populations and organizations specifically to attract qualified experts in different areas of specialties in higher education and administration. All notices contain the statement: "Connecticut State Colleges and Universities (CSCU) is an Equal Opportunity Employer/Affirmative Action Employer, M/F. Protected Group Members are strongly encouraged to apply."

The job announcements also post the CSCU System Office's Continuing Notice of Nondiscrimination. Connecticut State Colleges and Universities (CSCU) does not discriminate on the basis of race, color, religious creed, age, gender, gender identity or expression, national origin, marital status, ancestry, present or past history of intellectual disability, learning disability or physical disability, veteran status, sexual orientation, genetic information or criminal record.

Connecticut State Colleges and Universities (CSCU) is an Affirmative Action/Equal Opportunity Employer and strongly encourages the applications of women, minorities, persons with disabilities and veterans was included on all job announcements.

The following person has been designated to handle inquiries regarding the non-discrimination policies: Nicholas D'Agostino, Director of EEO, Connecticut State Colleges and Universities (CSCU), 61 Woodland Street Hartford, CT 06105, 860-723-0727, or by email at [ndagostino@commnet.edu](mailto:ndagostino@commnet.edu).

The Connecticut State Colleges and Universities (CSCU) website directs applicants to the Employment Opportunities page and it clearly displays and states CSCU's commitment to being an Affirmative Action and Equal Employment Opportunity Employer.

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46a-68-80**  
**EXTERNAL COMMUNICATION**

- 2.) Connecticut State Colleges and Universities (CSCU) is an Affirmative Action and Equal Employment Opportunity Employer and notice was sent to all unions that represent the collective bargaining employees. This notice contained an invitation to review and comment upon the CSCU's System Office Affirmative Action Plan. The communication that was sent to the unions is included in this section.

**Subsection (c)**

Connecticut State Colleges and Universities (CSCU) initiates and undertakes vigorous, positive relationship-building activities to ensure that affirmative action is more than a paper commitment. The CSCU System Office has worked to secure ongoing relationships and develop additional recruiting sources while cultivating outreach recruitment programs and maintaining contact with protected class members and resources agencies.

Connecticut State Colleges and Universities (CSCU) uses publication sources that include underrepresented groups and diversity. Networking with professional associations that target the specific field of expertise has been another avenue used to attract diverse and underrepresented populations that are skilled and qualified in the area and focus of the recruitment.

The Human Resources staff and the Director of EEO continue to maintain contacts with diverse community and educational organizations. They receive notification of job openings and refer qualified candidates from underrepresented populations.

The Director of HR Talent Acquisition and the Director of EEO encourage members of each search committee that is part of any association, society, board or educational network related to the skills and requirements the job should be used when recruiting for CSCU System Office positions.

Several staff members also maintain memberships in the College and Universities Professional Association for Human Resources (CUPA), International Public Management Association for Human Resources (IPMA), Government Finance Officers Association (GFOA), American Institute of Architects (AIA), National Association of College and University Business Officers (NACUBO), CT Information Systems Audit and Control Association (ISACA), National Association of Student Financial Aid Administrators (NASFAA), National Association for College Admission Counseling (NACAC), American Association of Collegiate Registrars and Admissions Officers (AACRAO), CT Association of Professional Financial Aid Administrators (CAPFAA), Association of Intuition Research (AIR), and the National Associations of College and University Attorneys (NACUA).

The Director of EEO is also a member of the Connecticut Association for Diversity and Equity Professionals (CADEP) which represents AA/EEO, diversity, inclusion and equity and access professionals from all State Agencies. These recruiting sources and the cultural commissions assigned to the General Assembly are also forwarded position vacancies which include the Commission on Women, Children and Seniors and the Commission on Equity and Opportunity.

In all collective bargaining agreements to which the CSCU System Office is a party, it is the expectation that representatives of the State shall bargain in good faith for the inclusion of nondiscrimination and affirmative action clauses in the union contracts. Management representatives will be requested to deliberate in good faith for the inclusion of these clauses.

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46a-68-80**  
**EXTERNAL COMMUNICATION**

Names and addresses of all recruiting resources, external business organizations and all communications to individuals and organizations are now kept electronically and are maintained in the Human Resources Office. A listing of recruitment resources that is used with the hiring managers when recruiting for positions is included in this section.

All Connecticut State Colleges and Universities (CSCU) publications include photographs that reflect diversity of Connecticut's students, citizenry and higher education constituencies.

The Equal Employment Opportunity Officer/Manager of Diversity and Inclusion and some Presidential appointees have participated in a mandated grievance training session in pursuant of Public Act 92-85 as well as training in pursuit of Public Act 03-151. The Manager of Diversity and Inclusion attended additional affirmative action, equal employment opportunity, ADA, Title IX training offered by the CT Association of Diversity and Equity Professionals (CADEP). Also, other training sessions that were attended by the Equal Employment Opportunity Officer include legal updates training with Shipman and Goodwin, IPMA and also some Webinars were viewed by staff during the reporting period. Other CSCU staff attended statewide, regional and local meetings, fairs and other events to become familiar with organizations and their staffs with whom mutually beneficial relationships might be established.

The attached documentation presents the set-aside purchasing goals from small contractor and minority business enterprise submitted by the Connecticut State University System and for the Connecticut Community Colleges for activity during the reporting period. Quarterly reports that include small women, disabled and minority business enterprise purchases are included in the Affirmative Action Plan.

**From:** [Cannon, Rebecca J](#)  
**To:** [jon.derman@suoaf.org](mailto:jon.derman@suoaf.org)  
**Subject:** 2020 CSCU System Office Affirmative Action Plan - Notice to Unions  
**Date:** Monday, January 31, 2022 1:15:00 PM

---

January 31, 2022

Jon Derman  
SUOAF  
[jon.derman@suoaf.org](mailto:jon.derman@suoaf.org)

Dear Jon Derman,

We wish to bring to your attention that the 2020 CSCU System Office Affirmative Action plan is available for the union members to review.

The CSCU System Office 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: [2020 CSCU System Office Affirmative Action Plan](#). Should you have any questions regarding the affirmative action plan, please contact my office at 860-723-0727.

Sincerely,

Nicholas D'Agostino  
Director of Equal Employment Opportunity



**From:** [Cannon, Rebecca J](#)  
**To:** [jbarr@council4.org](mailto:jbarr@council4.org)  
**Subject:** 2020 CSCU System Office Affirmative Action Plan - Notice to Unions  
**Date:** Monday, January 31, 2022 1:15:00 PM

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January 31, 2022

Jody Barr  
AFSCME Council 4 (NP-3)  
[jbarr@council4.org](mailto:jbarr@council4.org)

Dear Jody Barr,

We wish to bring to your attention that the 2020 CSCU System Office Affirmative Action plan is available for the union members to review.

The CSCU System Office 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.

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Sincerely,

Nicholas D'Agostino  
Director of Equal Employment Opportunity

**From:** [Cannon, Rebecca J](#)  
**To:** [gregg.crerar@suoaf.org](mailto:gregg.crerar@suoaf.org)  
**Subject:** FW: 2020 CSCU System Office Affirmative Action Plan - Notice to Unions  
**Date:** Friday, February 4, 2022 10:50:00 AM

---

February 4, 2022

Gregg Crerar  
SUOAF  
[gregg.crerar@suoaf.org](mailto:gregg.crerar@suoaf.org)

Dear Gregg Crerar,

We wish to bring to your attention that the 2020 CSCU System Office Affirmative Action plan is available for the union members to review.

The CSCU System Office 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: [2020 CSCU System Office Affirmative Action Plan](#). Should you have any questions regarding the affirmative action plan, please contact my office at 860-723-0727.

Sincerely,

Nicholas D'Agostino  
Director of Equal Employment Opportunity

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

Routine Recruitment/Referral Sources/Internet Sites

<a href="http://www.ncc.commnet.edu">http://www.ncc.commnet.edu</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 CSU 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.acfchefs.org">http://jobs.acfchefs.org</a>	<a href="https://twitter.com">https://twitter.com</a>
<a href="http://www.militaryhire.com">http://www.militaryhire.com</a>	

**Agency Sources:**

<b>Organization</b>	<b>Address</b>	<b>City, State</b>	<b>Zip Code</b>
100 Black Men of Stamford	P.O Box 1313	Stamford, CT	06904
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
NAACP- Bridgeport	P.O Box 9180	Bridgeport, CT	06601
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

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

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 Oath , 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	Windsted, CT	06098
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
Tunix 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 Haitian Voice	934 E. Main Street #101	Stamford, CT	06902
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 Heaven , 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.

*Virtual*

# JOB FAIR

## OPENINGS FOR:

- > Full & Part-time Lecturers
- > Non-credit Lecturers
- > Administrative Staff

Many positions come with excellent State of CT benefits!

**Employment Opportunities  
From 12 Connecticut State  
Community Colleges  
In One Virtual Event!**

**October 14, 2021  
2PM – 6PM  
Via Webex**

## Connecticut's 12 State Community Colleges!

**Asnuntuck Community College**  
Enfield, CT

**Manchester Community College**  
Manchester, CT

**Norwalk Community College**  
Norwalk, CT

**Capital Community College**  
Hartford, CT

**Middlesex Community College**  
Middletown, CT

**Quinebaug Valley Community College**  
Danielson, CT

**Gateway Community College**  
New Haven, CT

**Naugatuck Valley Community College**  
Waterbury and Danbury, CT

**Three Rivers Community College**  
Norwich, CT

**Housatonic Community College**  
Bridgeport, CT

**Northwestern CT Community College**  
Winsted, CT

**Tunxis Community College**  
Farmington, CT

**From:** [CSCU-Announcement](#)  
**To:** [CSCU-Announcement](#)  
**Subject:** CSCU In the News 3-3-21  
**Date:** Wednesday, March 3, 2021 1:46:23 PM

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CSCU in the News  
March 3, 2021

### **CSCU News**

Journal Inquirer: [MCC Hands Out Annual Awards for Excellence](#)

West Haven Patch: [Gateway Community College CEO Speaks To GNHCC Executive Leadership Class Of 2021](#)

Boulder Patch: [Gateway Community College Leadership Participated In Panel For Diversity, Equity And Inclusion](#)

PR Web: [Intelligent.com Announces Best Construction Management Degree Programs for 2021 \(with CCSU\)](#)

Norwich Bulletin: [Eastern reaffirms commitment to climate as nation pivots](#)

New Haven Patch: [Gateway Community College Celebrates National Open Education Week](#)

WFSB-TV3: [Meriden wants first lady, U.S. education secretary to feel the love](#)

NBC 30: [First Lady, Miguel Cardona Visit Meriden, Elementary School](#)

Business West: [ACC's Advanced Manufacturing Technology Program Adapts to Unusual Times](#)

Journal Inquirer: [MCC Credit Free Offerings](#)

The Avery Journal Times: [LMC signs Memo of Understanding with Shoreline-West Region—Connecticut State Community College System](#)

MSU News Service: [MSU marketing professor, colleagues find broad impacts from political polarization \(William Ding, SCSU marketing professor\)](#)

Mansfield-Storrs Patch: [Blood at the Root \(presented by ECSU Theatre Program\)](#)

Darien's Hamlet Hub: [In celebration of Women's History Month, Darien Library Presents Strong Women in History: Ida B. Wells \(with Mark Albertson, NCC history instructor\)](#)

CT Post: [UConn's Hartford, Waterbury campuses report first COVID-19 cases](#)

### **Education/Related News**

Inside Higher Ed: [New Hampshire Merger Proposal Takes Shape](#)

**SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT**

Fiscal Year Quarter **3rd Qtr** Fiscal Year Period: **2020**

ENTER THIS QTR-

Agency Name:	Connecticut Community Colleges - System Office	Agency Number:	BOR78100/7701
Prepared by:	Lutishia Pershad	E-mail Address:	<a href="mailto:Lpershad@commnet.edu">Lpershad@commnet.edu</a>
Tel. # -	860-723-0096		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 36,958,147
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 13,579,862
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 3,394,966
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 848,741

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

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

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
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)				
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]	\$ -		\$ -	
MBE TOTAL {Lines A - W}	\$ -		\$ -	

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter: 4th Qtr Fiscal Year Period: 2020

ENTER THIS QTR-

Agency Name:	Connecticut Community Colleges - System Office	Agency Number:	BOR78100/7701
Prepared by:	Lutishia Pershad	E-mail Address:	<a href="mailto:Lpershad@commnet.edu">Lpershad@commnet.edu</a>
Tel. # -	860-723-0096		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 36,958,147
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	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts				

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES				
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
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)				
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]	\$ -		\$ -	
MBE TOTAL {Lines A - W}	\$ -		\$ -	



SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter: 1st Qtr Fiscal Year Period: 2021

ENTER THIS QTR-

Agency Name:	Connecticut Community Colleges - System Office	Agency Number:	BOR78100/7701
Prepared by:	Michelle Leonard	E-mail Address:	mleonard@commnet.edu
Tel. # -	860-723-0745		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 56,327,831
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 30,718,179
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 7,679,545
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 1,919,886

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 10,513,328.09	116	\$ 10,513,328.09	116

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 1,083,398.36	24	\$ 1,083,398.36	24
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (N)				
B) Asian (A)	\$ 24,700.00	2	\$ 24,700.00	2
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)	\$ 205,645.79	3	\$ 205,645.79	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]	\$ 205,645.79	3	\$ 205,645.79	3
MBE TOTAL {Lines A - W}	\$ 230,345.79	5	\$ 230,345.79	5

**SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT**

Fiscal Year Quarter

2nd Qtr

Fiscal Year Period:

2021

ENTER THIS QTR-

Agency Name:	Connecticut Community Colleges - System Office	Agency Number:	BOR78100/7701
Prepared by:	Maria Generis	E-mail Address:	<a href="mailto:mgeneris@commnet.edu">mgeneris@commnet.edu</a>
Tel. # -	860-450-9446		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 56,327,831
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 30,718,179
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 7,679,545
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 1,919,886

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	6,873,958.75	134	\$ 17,387,287	250

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	1,200,941.92	32	2,284,339.92	56
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
A) American Indian (N)				
B) Asian (A)	\$ 6,750.00	1	\$ 31,450.00	3
C) Black (B)	\$ 3,656.00	1	\$ 3,656.00	1
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)	\$ 409,453.46	8	\$ 612,099.25	11
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]	\$ 409,453.46	8	\$ 612,099.25	11
MBE TOTAL {Lines A - W}	\$ 419,859.46	10	\$ 647,205.25	15

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 3rd Qtr Fiscal Year Period: 2021

ENTER THIS QTR-

Agency Name:	Connecticut Community Colleges - System Office	Agency Number:	BOR78100/7701
Prepared by:	Maria Generis	E-mail Address:	<a href="mailto:mgeneris@commnet.edu">mgeneris@commnet.edu</a>
Tel. # -	860-450-9446		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 56,327,831
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 30,718,179
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 7,679,545
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 1,919,886

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	4,806,401.45	125	\$ 22,193,688	375

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	330,039.78	20	2,614,379.70	76
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (N)				
B) Asian (A)	\$ 2,700.00	1	\$ 34,150.00	4
C) Black (B)	\$ 1,342.00	1	\$ 4,998.00	2
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)	\$ 105,305.45	3	\$ 717,404.70	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]	\$ 105,305.45	3	\$ 717,404.70	14
MBE TOTAL {Lines A - W}	\$ 109,347.45	5	\$ 756,552.70	20

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 4th Qtr Fiscal Year Period: 2021

ENTER THIS QTR-

Agency Name:	Connecticut Community Colleges - System Office	Agency Number:	BOR78100/7701
Prepared by:	Maria Generis	E-mail Address:	<a href="mailto:mgeneris@commnet.edu">mgeneris@commnet.edu</a>
Tel. # -	860-450-9446		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 56,327,831
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 30,718,179
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 7,679,545
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 1,919,886

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	7,548,683.65	133	\$ 29,742,372	508

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	799,331.89	28	3,413,711.59	104
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (N)				
B) Asian (A)	\$ 9,335.00	2	\$ 43,485.00	6
C) Black (B)			\$ 4,998.00	2
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)	\$ 295,123.23	8	\$ 1,012,527.93	23
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]	\$ 295,123.23	8	\$ 1,012,527.93	23
MBE TOTAL {Lines A - W}	\$ 304,458.23	10	\$ 1,061,010.93	31

**SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT**

Fiscal Year Quarter: 1st Qtr Fiscal Year Period: 2022

ENTER THIS QTR-

Agency Name:	Connecticut Community Colleges - System Office	Agency Number:	BOR78100/7701
Prepared by:	Michelle Leonard	E-mail Address:	<a href="mailto:mleonard@commnet.edu">mleonard@commnet.edu</a>
Tel. # -	860-723-0745		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 94,076,876
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 12,454,058
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 3,108,515
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 777,129

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 9,384,824.06	148	\$ 9,384,824.06	148

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 1,399,213.12	24	\$ 1,399,213.12	24
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
A) American Indian (N)				
B) Asian (A)	\$ 4,186.00	1	\$ 4,186.00	1
C) Black (B)	\$ 17,668.00	2	\$ 17,668.00	2
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)	\$ 275,242.99	7	\$ 275,242.99	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]	\$ 275,242.99	7	\$ 275,242.99	7
MBE TOTAL {Lines A - W}	\$ 297,096.99	10	\$ 297,096.99	10

**SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT**

Fiscal Year Quarter **2nd Qtr** Fiscal Year Period: **2022**

ENTER THIS QTR-

Agency Name:	Connecticut Community Colleges - System Office	Agency Number:	BOR78100/7701
Prepared by:	Michelle Leonard	E-mail Address:	<a href="mailto:mleonard@commnet.edu">mleonard@commnet.edu</a>
Tel. # -	860-723-0745		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 94,076,876
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 12,454,058
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 3,108,515
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 777,129

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 10,247,195.50	169	\$ 19,632,019.56	317

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 1,592,042.67	33	\$ 2,991,255.79	57
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
A) American Indian (N)				
B) Asian (A)	\$ 18,225.00	3	\$ 22,411.00	4
C) Black (B)	\$ 15,262.50	3	\$ 32,930.50	5
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)	\$ 506,231.26	10	\$ 781,474.25	17
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]	\$ 506,231.26	10	\$ 781,474.25	17
MBE TOTAL {Lines A - W}	\$ 539,718.76	16	\$ 836,815.75	26

Section 46a-68-81  
Assignment of Responsibility  
and Monitoring

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46a-68-81**  
**ASSIGNMENT OF RESPONSIBILITY**

This section was in compliance in the previous Affirmative Action Plan.

**Subsection (a)**

In accordance with statutory requirements, the appointing authority is accountable for promoting and enforcing diversity and affirmative action policies and programs to ensure compliance throughout the organization. President Terrence Cheng, is the Chief Executive Officer of the Connecticut State Colleges and Universities (CSCU) and is ultimately responsible for carrying out and enforcing the CSCU's policies and regulations and for the development, implementation and monitoring of the Affirmative Action Plan. The President's executive team is also accountable for the effective progress of the goals and objectives of Connecticut State Colleges and Universities (CSCU) System Office's AA Plan.

**Subsection (b)**

President Cheng assigned responsibility of the Connecticut State Colleges and Universities affirmative action, equal employment opportunity, diversity and inclusion programs to Nicholas D'Agostino, Director of Equal Employment Opportunity, including but not limited to, the development, implementation and monitoring of the Affirmative Action Plan. He is authorized to develop, maintain, coordinate, evaluate, monitor records to implement the Affirmative Action Plan and implement required programs that monitor and audit the human resources policies and procedures that effect the entire employment process or the civil rights of the employees. Other responsibilities include related program development and implementation, career counseling, workplace accommodations, complaint investigations, Title IX compliance mandates and related training to staff and hiring managers for search process compliance. He also provides technical assistance and guidance to the CSCU's seventeen (17) colleges and universities on matters regarding civil rights laws and Title IX compliance. Additionally, the Director of EEO initiates and maintains contact with recruiting sources and organizations serving members of protected classes and informs the Board of Regents for Higher Education regarding developments in equal employment opportunity civil rights law and Title IX compliance mandates.

President Cheng held meetings with the CSCU leadership team during the reporting period. These meetings discussed all types of issues related to human and intergroup relations, review of administrative practices that impact the Affirmative Action Plan and related programs; identification of obstacles in meeting the goals and objectives of the AA Plan; nondiscriminatory employment practices; the legal authority for affirmative action and equal employment opportunity and the President's commitment to affirmative action, equal employment opportunity, diversity and inclusion programs and the Affirmative Action Plan's goals and objectives.

The Director of EEO provides program updates on compliance with affirmative action, equal employment opportunity, diversity and inclusion, Americans with Disabilities Act (ADA), Title IX laws, related statutes and regulations to the President and other members of leadership. This information is also provided to members of the Board of Regents throughout the reporting period.

CSCU Presidents hold regular meetings with the BOR President that identify obstacles in meeting the goals and objectives of the Colleges and Universities Affirmative Action Plans, related programs and their commitment to compliance with all of the affirmative action and equal employment opportunity and Title IX laws, statutes and regulations.



**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46a-68-81**  
**ASSIGNMENT OF RESPONSIBILITY**

The President engages Mr. D'Agostino as the Equal Employment Opportunity Officer to handle the affirmative action, equal employment opportunity, diversity, inclusion, Title IX and civil rights related responsibilities for the Connecticut State Colleges and Universities System Office. This takes up 100 percent of the position responsibilities. This also includes providing comprehensive technical assistance to each of the seventeen (17) Colleges and Universities.

The Equal Employment Opportunity Officer reports directly to the President on all matters concerning affirmative action, equal employment opportunity, Title VII, Title IX and ADA laws, statutes, regulations, policies and procedures and has access to all files, records and personnel necessary for the effective performance of all assigned duties.

The Chief Administrative Officer oversees the other duties, projects and programs assigned to the Director of EEO.

**Subsection (c)**

The Director of EEO is designated as the Equal Employment Opportunity Officer for the Connecticut State Colleges and Universities (CSCU) System Office and reports directly to the appointing authority President Cheng. During the reporting period, Mr. D'Agostino has assisted the Connecticut State Colleges and Universities (CSCU) System Office and the seventeen (17) Colleges and Universities directly and had access to all human resources records and to staff necessary to the effective performance of the duties related to compliance with AA/EEO, diversity, equity, inclusion, Title IX, Americans with Disability Act (ADA), civil rights laws, statutes and regulations.

The Director of EEO/Equal Employment Officer is responsible for development, maintenance and monitoring of the Connecticut State Colleges and Universities (CSCU) System Office's Affirmative Action Plan. This position is also responsible for the development of recruitment strategies, initiating and maintaining contacts with various recruiting sources and organizations serving underrepresented diverse populations, veterans and persons with disabilities.

The Director of HR Talent Acquisition and the Director of EEO work directly with every search committee to assure diversity is in all of the CSCU System Office's recruitment efforts, search committees and search process. Each search charge also includes information about the affirmative action goals and proper documentation of all applicants throughout the search process and includes Bias training.

During the reporting period, the Director of EEO informed the President and other leaders of developments in affirmative action, equal employment opportunity, diversity, equity and inclusion, Americans with Disabilities Act (ADA), Title IX mandates, and related civil rights laws, statutes and regulations. The President and leadership staff are also regularly updated in meetings regarding any discriminatory conduct and information related to discrimination complaint investigations.

**Subsection (d) and (e)**

The Connecticut State Colleges and Universities (CSCU) System Office under the direction of the governing board, the Board of Regents for Higher Education has considered the feasibility of having an Employee Advisory and Diversity Committee to discuss existing issues, concerns and programming regarding recruitment and diversity. Since the beginning of the Students First proposal to consolidate the community colleges there has been consideration to considering the feasibility of beginning a Diversity Committee for the System Office with staff participation from each campus. At this time, functions related to an employee advisory committee are managed by an Equity Collaborative between

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46a-68-81**  
**ASSIGNMENT OF RESPONSIBILITY**

EEO, Diversity/Equity and Inclusion, and HR Talent Acquisition. This group meets regularly to address search compliance issues, employment matters, and equity training compliance.

Employees provide comprehensive technical assistance and expertise to all of the Connecticut State Colleges and Universities and this is their primary responsibility as a System Office employee with expertise in finance, financial aid, payroll, human resources, affirmative action/equal employment opportunity, Title IX compliance, legal services, facilities services, information technology, academic affairs, student affairs and administration operations.

The Connecticut State Colleges and Universities (CSCU) System Office's administration will continue to consider the feasibility of creating an Affirmative Action/Equal Employment Opportunity Advisory Committee. There may be potential to have a committee formed when the consolidation concludes and there are more staff that will join the System Office as technical experts in each academic or administrative area.

Under Article 3.2 of the SUOAF-AFSCME collective bargaining contract, states that the Connecticut State Colleges and Universities (CSCU) President shall have a Minority Recruitment and Mentoring Committee under the direction of the Affirmative Action/Equal Employment Opportunity Officer. The Committee has been charged with the responsibility for identifying and recommending qualified minority candidates to search committees after the promotional process has been followed. The Affirmative Action/Equal Employment Opportunity Officer will approve appropriate travel and professional development costs associated with this effort.

The Minority Recruitment and Mentoring Committee shall ensure that mentoring arrangements are available for the newly appointed minority employees. The CSCU System Office got permission from the SUOAF-AFSCME union to allow women to take advantage of these professional development funds.

The mentors will be charged with the responsibility for enhancing the professional development of minority employees during the first one (1) to three (3) years of their appointment(s).

The SUOAF-AFSCME union funded this initiative and the System Office SUOAF-AFSCME President and the Affirmative Action/Equal Employment Opportunity Officer met during the reporting period several times to go through proper procedures and paperwork for reimbursement of these funds in order for the union staff to receive reimbursement for courses, certifications, examination study guides and other types of professional development. During the reporting period, several minority employees applied for these funds.

**Subsection (f)**

Affirmative action, equal employment opportunity, diversity, equity and inclusion, Americans with Disabilities Act (ADA), Title IX mandates and other civil rights and compliance related duties are factors considered in the performance evaluations of employees that are assigned these responsibilities and considered when awards of promotion, merit increase decisions and other benefits of employment subject to Chapters 67 and 68 of the Connecticut General Statutes.

Responsibility for implementing affirmative action and equal employment opportunity is assigned to all management and supervisory personnel at the Connecticut State Colleges and Universities (CSCU) System Office. This includes executive, administrative and leadership staff members involved in recruiting, interviewing, hiring, evaluating, promoting and counseling employees.

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46a-68-81**  
**ASSIGNMENT OF RESPONSIBILITY**

The Human Resources Office is responsible for keeping the necessary personnel, medical and training records and for coordinating all human resources information requested by the Director of Diversity and Inclusion to develop the Connecticut State Colleges and Universities (CSCU) System Office's Affirmative Action Plan and implement programs to address any problem areas in the employment process.

**Subsection (g)**

No employee is coerced, intimidated, or retaliated against by CSCU's System Office or by any employee for the performance of affirmative action duties. Any person so aggrieved may file a complaint with the Commission on Human Rights and Opportunities (CHRO) provided that nothing herein shall preclude an agency from disciplining or discharging an employee for just cause.

**Subsection (h)**

The team at the CSCU's System Office that supports the commitment to affirmative action/equal employment opportunity, diversity, equity and inclusion and compliance with Title IX mandates, Americans with Disabilities Act (ADA) and all related civil rights policies, procedures, laws, statutes and regulations include the following individuals. Information about the Director of EEO's job duties is included in this section.

Nicholas D'Agostino, Director of EEO, serves as the Equal Employment Officer, ADA Coordinator and Title IX Coordinator and reports directly to the President of the CSCU System on discrimination complaints, policy updates and issues related to AA/EEO, diversity, equity and inclusion, ADA, Section 504 and Title IX compliance mandates and all matters related to the administration of the CSCU System Office Affirmative Action Plan and Programs.

Responsibilities include the development and preparation of the Affirmative Action Plan; investigation of complaints of harassment and discrimination; updates to related policies and procedures; increases awareness and understanding of the CSCU's commitment to diversity, equity, inclusion and intercultural initiatives and programs; develop related training programs and provide training to staff on affirmative action, equal employment opportunity and civil rights issues; monitors the employment search process to include outreach to recruitment resources which ensures diverse applicant pools; assists the search committees to ensure hiring policies and procedures are in compliance; monitors the development and coordination of all training programs for system staff. Also serves in the role of ADA Coordinator to provide reasonable accommodations for persons with disabilities and continue to recruit for persons with disabilities. As the Title IX Coordinator, the requirements include the coordination of reports and complaints of sex-based discrimination including sexual harassment and sexual violence. Assists the community colleges and universities to prepare the annual Sexual Violence Report to the General Assembly and works collaboratively with on and off campus partners to coordinate sexual harassment, sexual assault, sexual misconduct, and sexual violence prevention and education efforts to ensure commitment to creating and maintaining campuses that are an environment free from all forms of sexual violence, sexual assault, sexual misconduct, harassment and intimidation. Coordinates training, prevention and educational initiatives for employees on Title IX mandates and compliance with the law and related duties.

Connecticut State Colleges and Universities (CSCU) System Office staff that are responsible for Affirmative Action/Equal Employment Opportunity, Diversity initiatives and related programs initiatives.

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<u>Name</u>	<u>Title</u>	<u>Race</u>	<u>Gender</u>	% of AA Duties
Terrence Cheng	CSCU President	A	M	20
Nicholas D'Agostino	Director of EEO	W	M	100
EEO Center of Excellence	Manager of EEO	B	F	100
	EEO Specialist	T	F	100
Vacant	Vice President of Human Resources			20
Benjamin Barnes	Chief Administrative Officer	W	M	20
Ernestine Weaver	Director of Legal	B	F	10
Rai Kathuria	Provost	A	M	20
Theresa Eisenbach	Director of Talent Acquisition	W	F	50
Diane Mazza	Director of HR Strategy	W	F	10
Keith Epstein	Director of Facilities	W	M	20
Janel Wright	VP of Purchasing	W	F	10
Melentina Pusztay	Director of Budgets and Planning	W	F	10
Victoria Thomas	Executive Assistant	B	F	5

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**Subsection (i)**

CSCU System Office has established internal program evaluation mechanisms to continually audit, monitor and evaluate programs that are essential for the success of the Affirmative Action Plan and goals and objectives.

The President, Chief of Staff, Human Resources staff and the Director of Diversity and Inclusion (the Agency's Equal Employment Opportunity Officer) have established and implemented a system that provides for goals, timetables for goals and initiatives and periodic evaluations.

- 1.) Conducting an ongoing review and evaluation of CSCU System Office's progress towards the goals of the Affirmative Action Plan with the evaluation directed toward results accomplished, not only at efforts made.

The President and/or members of leadership meet with the Director of EEO regarding administration of the affirmative action function, progress and challenges in meeting affirmative action goals, initiatives and discrimination complaint matters. Information about supporting recruitment efforts and hiring initiatives, policies and practices to promote diversity among staff and planning for future affirmative action responsibilities and requirements are included in these meetings.

The Affirmative Action Plan goals, objectives and program information is also shared directly with the Vice President of Human Resources (currently vacant) and the Directors of Labor, Talent, Strategy and Benefits. These meetings provide continuous updates of all issues related to employee concerns and affirmative action, equal employment opportunity, civil rights, diversity, equity and inclusion, Americans with Disabilities Act (ADA), Section 504 and Title IX mandates and related goals, objectives and requirements.

The President communicates the goals and objectives related to the affirmative action, equal employment opportunity, diversity and compliance and a discussion about the Affirmative Action Plan at a variety of meetings they attend throughout the reporting period.

The Director of EEO developed an Annual Report that provided highlights of the Affirmative Action Plan. This report was discussed directly with the Chief of Staff and shared with the President and the Vice President of Human Resources.

The Director of EEO collaborates with the Human Resources staff to coordinate and monitor the process for review and approval of searches. The search procedures include a requirement that each hiring manager or search chairperson verifies that each search meets good faith, affirmative action, equal employment opportunity, diversity and inclusion standards.

All searches undergo an in-depth review prior to the development of job requirements and position announcements, recruitment is conducted or developed directly for the position, then the interview process is conducted and reviewed and then the final candidate is selected. The Human Resources staff and the Director of EEO work closely with every hiring manager to identify diverse search committee members, tracking, documenting and organizing search related records and applicant data tracking for the Affirmative Action Plan. All search chairs and hiring managers work closely with the Directors of EEO and Talent Acquisition or their designees throughout the search process.

- 2.) Establishing a system for evaluating supervisors' performance on affirmative action consistent with Chapters 67 and 68 of the Connecticut General Statutes;

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Affirmative action, equal employment opportunity, diversity, equity and inclusion, Americans with Disabilities Act (ADA), Title IX compliance mandates and related duties are factors considered in the performance evaluations of employees that are assigned these responsibilities and considered when awards of promotion, merit increase decisions and other benefits of employment subject to Chapters 67 and 68 of the Connecticut General Statutes.

The Director of EEO reports directly and is evaluated by the Vice President of Human Resources with input from the Chief of Staff and the CSCU President on the performance of the affirmative action, equal employment opportunity, diversity, equity and inclusion, Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act and Title IX compliance mandates and related civil rights responsibilities.

The CSCU Leadership establishes goals, monitors progress and sets the direction for their divisions. Affirmative action, equal employment opportunity, diversity, equity and inclusion is part of their performance evaluations, goals and objectives of their departments. They take proactive steps to increase the representation of underrepresented populations in their departments and they monitor the recruitment, search, interviewing and selection of new employees. The CSCU Leadership tries to ensure that the laws and regulations are followed and the spirit of affirmative action are included in the recruiting and selection process.

All of these mechanisms and activities demonstrate a strong commitment to affirmative action, equal employment opportunity, diversity, equity and inclusion and expectations that senior management and administration are evaluated and held responsible for these areas and functions of the System Office.

- 3.) Reviewing the affirmative action plan at least annually with the Equal Employment Officer and providing annual reports to the President, Chief of Staff and the VP of HR will be done moving forward to contain the overall status of the program, results achieved toward established goals and objectives, identification of any particular problems encountered and recommendations for corrective actions as needed.

The Director of EEO has regular meetings with leadership to discuss progress toward the goals and objectives set forth in the Affirmative Action Plan and regarding the affirmative action, equal employment opportunity, diversity, equity and inclusion, Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act and Title IX compliance mandates and civil rights responsibilities and compliance with the laws, statutes and regulations. The Director of EEO also identifies specific problems and provides recommendations for any corrective action needed when handling the duties and responsibilities of the affirmative action, equal employment opportunity and diversity and civil rights programs throughout the reporting period. Updates are regularly provided about discrimination complaints, fact finding recommendations and decisions.

The Director of EEO developed an Annual Report for review and discussion for the President. This Annual Report provides detailed information about the hiring and promotional activity and goal achievement. This information also includes the Affirmative Action Policy Statement, grievance procedures, workforce data and the goals set for the upcoming reporting period. The Summary of Objectives report was distributed to all staff and hard copies were made available to any staff without computers. The Affirmative Action Plan is available throughout the reporting period in the Human Resources Office and the President's Office.

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All employees have the right to comment on the CSCU System Office's Affirmative Action Plan and any aspect of the program.

The unions represented by staff at the System Office are also free to comment on all aspects of the affirmative action, equal employment opportunity, diversity, equity and inclusion aspects of the plan and related programs.

The Director of EEO works closely with the Commission on Human Rights and Opportunities (CHRO) staff and continues to strive for new broader ways to expand the affirmative action, equal employment opportunity, diversity, equity and inclusion and civil rights compliance of the Affirmative Action Plan and programs.

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REPORTING PERIOD: MARCH 1, 2020 – FEBRUARY 28, 2022**

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

The CT State Colleges and Universities System Office remains committed to a policy of affirmative action, equal employment opportunity, diversity, inclusion, and equity in the workplace. All three campus affirmative action plans were in compliance with the regulations and approved by the Commission on Human Rights and Opportunities. The System Office has submitted their plan which covers the reporting period March 1, 2020 – February 28, 2022 and details our efforts, goals, responsibilities and establishes our new hiring, promotional and programmatic goals for 2022-2024.

The Affirmative Action Plan is available on the Ct.Edu website. Paper copies are available upon request. 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 to the Equal Employment Opportunity Officer. During the past reporting period, no comments were received.

The CSCU is committed to ensuring that the workforce is in parity with the relevant labor market areas, 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 region 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 Connecticut State Colleges and Universities (CSCU) and the CT State Community College System 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 CSCU System Office is required to file a biennial Affirmative Action Plan for the current reporting period that covers the timeframe covering March 1, 2020 – February 28, 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.

Agencies must demonstrate “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 this includes all those efforts reasonable to achieve the full and fair compliance. It includes efforts toward full statutory and regulation requirements.

## Summary of the 2020 Affirmative Action Plan Achievements:

### 2020-2022 Goal Achievements

EEO Category	Goals Established	Hires	Promotions	Goal Achievement
Executive	HIRING: 3WF, 1HM, 1HF	8WM, 10WF, 1BM, 1BF, 2HM, 1HF, 1AM	2WM, 2WF	100% - The CSCU SO met all three hiring goals established.
Professional	HIRING: 2WF, 3HM, 2HF, 2AM,	8WM, 15WF, 2BM, 8BF, 3HM, 7HF, 1AF, 1TF	1WF	78% - The CSCU SO met 7 of 9 hiring goals established.
<b>Hartford County</b>				
Clerical	HIRES: 1WM, 1BM, 1HF	1WM, 5WF, 1BM, 1BF, 3HF	None	100% - The CSCU SO met all three hiring goals established.
Paraprofessionals	HIRES: 1BF	3WM, 3WF, 2BF, 1AM, 1AF, 1TM	None	100% - The CSCU SO met the one hiring goal established.
<b>Program Goals</b>				
Program Goals	1 Established			1 out of 1 or 100%

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

The following hiring and promotion goals have been set for the period March 1, 2022 – February 28, 2024 in accordance with Regulations of Connecticut State Agencies Section 46a-68-85.

#### Statewide/National – Regional AA Plan Goals

Executive/Administrative/Managerial	Hiring: 1HF, 1AM, 1AF Promotional: None
Professional	Hiring: 4WM, 1HM, 3AM, 1TM, 1TF Promotional: None

#### Hartford County Labor Market Area

Secretarial Clerical	Hiring: 3WF, 1AF Promotional: None
Technical Paraprofessional	Hiring: 6WF, 1HM Promotional: None

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This section was in compliance in the last Affirmative Action Plan submission.

**Job Title Study**

The Connecticut State Colleges and Universities (CSCU) System Office is organized into four (4) occupational categories: Executive/Administrative, Professional, Secretarial Clerical and Technical Paraprofessional.

The Connecticut State Colleges and Universities (CSCU) merged two (2) higher education systems together and it continues to combine Departments and staff with the same or similar job responsibilities. The CSCU System Office is also coordinating efforts to consolidate the twelve (12) Community Colleges into one Community College System.

Most CSCU positions are unclassified and do not have a true line of progression because of the specific job requirements and technical statewide expertise needed for the System Office to assist employees at the seventeen (17) Colleges and Universities.

The titles are listed by occupational category and do not show lines of progression since the opportunity for promotion is limited within the System Office. Opportunities that arise at the System Office are advertised within the seventeen (17) Colleges and Universities and usually filled by employees in the specific fields of expertise and those who have directly related knowledge that can be shared throughout the entire System.

**Executive/Administrative (Unclassified)**

Assoc VP Academic Operations  
Assoc VP Digital Learning  
Assoc VP Enrl & Retention Svcs  
Assoc VP Fncl Aid & Title IV  
Assoc VP Rec, Admin, Outreach  
Assoc VP Student Success Mgt  
AVP Academic Prgms&Curriculum  
AVP Teaching & Learning  
BOR President  
Chief of Staff/Chief Strat Off  
CSCU Chief Information Officer  
CSCU Controller  
CSCU General Counsel  
Deputy Chief Information Officer  
Dir of Admissions Operations  
Dir of Prog Review & Assessment  
Dir of Student Success  
Dir Regional & Special Accreditation  
Dir. of Budgets and Planning  
Director of Catalog & Spec Projects  
HRSS Dir of Comp Ben & HR Admin  
HRSS Dir of Labor Relations

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HRSS Dir of Recruit & Talent  
HRSS Director of EEO  
Reg Advising Dir  
Sr Exec Director of Compliance, Equity and Student Relations  
SSM Dir of Training and Professional Learning  
Vice President of HR Strategy  
VP Enroll Mgt & Student Affairs  
VP Facilities  
VP for Human Resources  
VP of Academic Affairs  
VP of Admin / Chief Finance Off  
VP of Finance & Administration  
VP of Purchasing  
VP of Student Success

**Professional (Unclassified)**

Associate Information Security Officer  
Accountant  
Accounts Payable Manager  
AP & Disbursement Specialist  
Associate Director for Budget & Fin  
Assistant Counsel  
Assistant Payroll Coordinator  
Assoc Cont, Compl & Procure  
Assoc Dir for Budget & Finance  
Assoc Dir of Govt Relations  
Assoc Dir of Student Success  
Assoc Director Board Affairs  
Assoc for Account & Report  
Assoc for Accounting & Reporting  
Assoc for Contract Comp & Procure  
Assoc for Financial Services  
Associate for Fin & Accounting  
Asst Dir of Financial Aid  
Asst Dir of Pub Relations  
Asst in Finance & Accounting  
Asst. Dir of Financial Aid  
Banner Support Specialist  
Capital Budget Associate  
Client Infrastructure Analyst  
Cust Support Center Supervisor  
Data Center Operations Admin  
Database Administrator  
DC Operations Analyst  
Dir of Comm & Strat Marketing

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Dir of Communications  
Dir of Fac Plan & Engineering  
Dir of Fac Planning & Engineer  
Dir of Fac, Planning & Engineering  
Dir of Fac, Planning & Engineering  
Dir of Finance & Sys Support  
Dir of Shared Services & Business Transfers  
Director of Accounting  
OCCUPATIONAL CATEGORY - PROFESSIONAL NON-FACULTY  
Director of IR and Planning  
Director of Project Management  
Director Procurement, Contracts and Compliance  
Director, Student/Academic Inf  
ECM Senior System Admin  
Finance & Accounting Specialist  
Financial Services Specialist  
Fiscal Administrative Officer  
Gear Up Project Director  
Grant Research Analyst  
HRSS Benefits Analyst  
HRSS Comp & Class Analyst  
HRSS Data Analyst  
HRSS Data Specialist  
HRSS EEO Specialist  
HRSS HR Generalist  
HRSS Labor Relations Investigator  
HRSS Manager Labor Relations  
HRSS Manager for Recruit & Talent  
HRSS Recruit-Talent Specialist  
HRSS Regional HR Manager  
HRSS Spec for Recruit/Talent  
Human Resources Specialist  
Instructional Technologist  
IT Bus Operating Support Administrator  
LMS Administrator  
Manager of EEO  
Network Administrator  
Payroll Manager  
Payroll Officer 1  
Procurement Manager  
Procurement Strategic Analyst  
Program Manager Library Consortium  
Programmer Analyst II  
Programmer Analyst III  
Project Director – Advanced Manufacturing

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Project Manager  
Security Administrator  
Security Analyst  
Senior IR Data Analyst  
Senior Program Analyst  
Senior Project Manager  
Sr Assoc Dir of Business Services  
Sr Assoc for Decision Support  
Sr Database Administrator  
Sr Dir of Enterprise Apps  
Sr Info System Development Manager  
Sr Inform Security Program Adm  
Sr Manager Data Center & Infrastructure  
Sr Security Administrator  
Sr Sys Software & Integration  
Sr Systems Manager  
Sr. Dir. of Support Services  
Student/Academic Information Support Specialist  
Support Center Director  
System Librarian for Consortium Operations  
Systems Administrator  
TAP Director  
Telecomm Administrator  
Visual Communications Designer  
Voice & Video Network Mgr.  
Web Communication & Design Coord

**Secretarial Clerical**

Executive Assistant  
Administrative Assistant  
Office Assistant

Financial Clerk

Payroll Clerk

**Technical Paraprofessional**

Assistant Accountant  
Client Infrastructure Tech  
Fiscal Administrative Assistant  
Grant Finance Assistant  
Grant Project Assistant  
HRSS Asst for Recruitment  
Info. Systems Trainer  
IT Administrator Trainee  
Purchasing Assistant

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**Occupational Category Study**

The following is a list of positions in the Connecticut State Colleges and Universities (CSCU) System Office, ranked from highest to lowest and the minimum salary for each position. Minimum salary levels were established by Collective Bargaining Agreements.

Title	EEO Category	Sal Plan Descr	Grade	Min/Annual	Max/Annual
<b>EEO1 – EXECUTIVE/ADMINISTRATIVE</b>					
BOR President	1	UNIVS Variable Rate	099	1.00	999999.00
VP of Admin / Chief Finance Ofc	1	CSU Management/Conf 40 Hour	E5	224986.00	337478.00
Chief of Staff/Chief Strat Off	1	CSU Management/Conf 40 Hour	E4	191386.00	287078.00
CSCU Chief Information Officer	1	CSU Management/Conf 40 Hour	E4	191386.00	287078.00
Provost/VP Academic Affairs	1	CSU Management/Conf 40 Hour	E4	191386.00	287078.00
VP for Human Resources	1	CSU Management/Conf 40 Hour	E4	191386.00	287078.00
CSCU General Counsel	1	CSU Management/Conf 40 Hour	E3	162893.00	244339.00
VP Enroll Mgt & Student Affairs	1	CSU Management/Conf 40 Hour	E3	162893.00	244339.00
VP of Finance & Administration	1	CSU Management/Conf 40 Hour	E3	162893.00	244339.00
VP of Student Succ & Acad In	1	CSU Management/Conf 40 Hour	E3	162893.00	244339.00
CSCU Controller	1	CSU Management/Conf 40 Hour	E2	138432.00	207648.00
Deputy Chief Information Officer	1	CSU Management/Conf 40 Hour	E2	138432.00	207648.00
Vice President of HR Strategy	1	CSU Management/Conf 40 Hour	E2	138432.00	207648.00
VP Facilities	1	CSU Management/Conf 40 Hour	E2	138432.00	207648.00
VP of Purchasing	1	CSU Management/Conf 40 Hour	E2	138432.00	207648.00
Assoc VP Academic Operations	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
Assoc VP Digital Learning	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
Assoc VP Enrl & Retention Svs	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
Assoc VP Fncl Aid & Title IV	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
Assoc VP Rec, Admin, Outreach	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
Assoc VP Rsrch & Sys Effctvns	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
Assoc VP Student Success Mgt	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
AVP Academic Prgms&Curriculum	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
AVP Teaching & Learning	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
Dir. of Budgets and Planning	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
HRSS Dir of Comp Ben & HRAdmin	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
HRSS Dir of Labor Relations	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
HRSS Dir of Recruit & Talent	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
HRSS Director of EEO	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
Int CSCU AVP Program Curriculum	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
Interim AVP Academic Affairs	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
Sr Dir Gvt Relations & Ext Aff	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00
Sr Exec Dir Cmpl Eqty Stdtd Rel	1	CSU Management/Conf 40 Hour	E1	118003.00	177005.00



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Dir Rgnl & Spec Accreditation	1	CCC ACL 12 Month Full-time	021	88865.02	161333.24
Reg Advising Dir - Northwest	1	CCC ACL 12 Month Full-time	021	88865.02	161333.24
Dir of Prog Review&Assessment	1	CCC ACL 12 Month Full-time	020	81849.86	148594.87
Dir of Student Success	1	CCC ACL 12 Month Full-time	020	81849.86	148594.87
Director of Catalog&Spec Proj	1	CCC ACL 12 Month Full-time	020	81849.86	148594.87
<b>EEO -3 : PROFESSIONAL</b>					
Sr Database Administrator	3	CSU SUOAF Admin 12 Month	008	119050.00	176261.00
Sr Info System Development Mgr	3	CSU SUOAF Admin 12 Month	008	119050.00	176261.00
Sr Mgr Data Ctr & Infrstruc.	3	CSU SUOAF Admin 12 Month	008	119050.00	176261.00
Sr Security Administrator	3	CSU SUOAF Admin 12 Month	008	119050.00	176261.00
Sr Sys Software & Integration	3	CSU SUOAF Admin 12 Month	008	119050.00	176261.00
Sr Systems Manager	3	CSU SUOAF Admin 12 Month	008	119050.00	176261.00
Sr. Dir. of Support Services	3	CSU SUOAF Admin 12 Month	008	119050.00	176261.00
Data Center Operations Admin	3	CSU SUOAF Admin 12 Month	007	103519.00	155157.00
Director Proc, Cntrcts & Compl	3	CSU SUOAF Admin 12 Month	007	103519.00	155157.00
Program Mgr Library Consortium	3	CSU SUOAF Admin 12 Month	007	103519.00	155157.00
Senior IR Data Analyst	3	CSU SUOAF Admin 12 Month	007	103519.00	155157.00
Sr Dir of Enterprise Apps	3	CSU SUOAF Admin 12 Month	007	103519.00	155157.00
Assistant Counsel	3	CSU Management/Conf 40 Hour	M3	99994.00	149990.00
Dir of Comm & Strat Marketing	3	CSU Management/Conf 40 Hour	M3	99994.00	149990.00
Dir of Communications	3	CSU Management/Conf 40 Hour	M3	99994.00	149990.00
Dir of Strat Init, Rsrch & Out	3	CSU Management/Conf 40 Hour	M3	99994.00	149990.00
Assc Director for Budget & Fin	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
Dir of Fac Plan & Engineering	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
Dir of Finance & Sys Support	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
Dir of Shared Svs & Bus Trnsfr	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
Director of Accounting	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
Payroll Manager	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
Procurement Manager	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
Procurement Strategic Analyst	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
Senior Project Manager	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
Sr Assoc Dir of Bus Svs	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
Sr Assoc for Decision Support	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
Support Center Director	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
TAP Director	3	CSU SUOAF Admin 12 Month	006	92902.00	141571.00
Assoc Dir of Govt Relations	3	CSU Management/Conf 40 Hour	M2	85478.00	128218.00
Director, Student/Academic Inf	3	CSU Management/Conf 40 Hour	M2	85478.00	128218.00
HRSS Comp & Class Analyst	3	CSU Management/Conf 40 Hour	M2	85478.00	128218.00
HRSS Data Analyst	3	CSU Management/Conf 40 Hour	M2	85478.00	128218.00
HRSS Manager Labor Relations	3	CSU Management/Conf 40 Hour	M2	85478.00	128218.00

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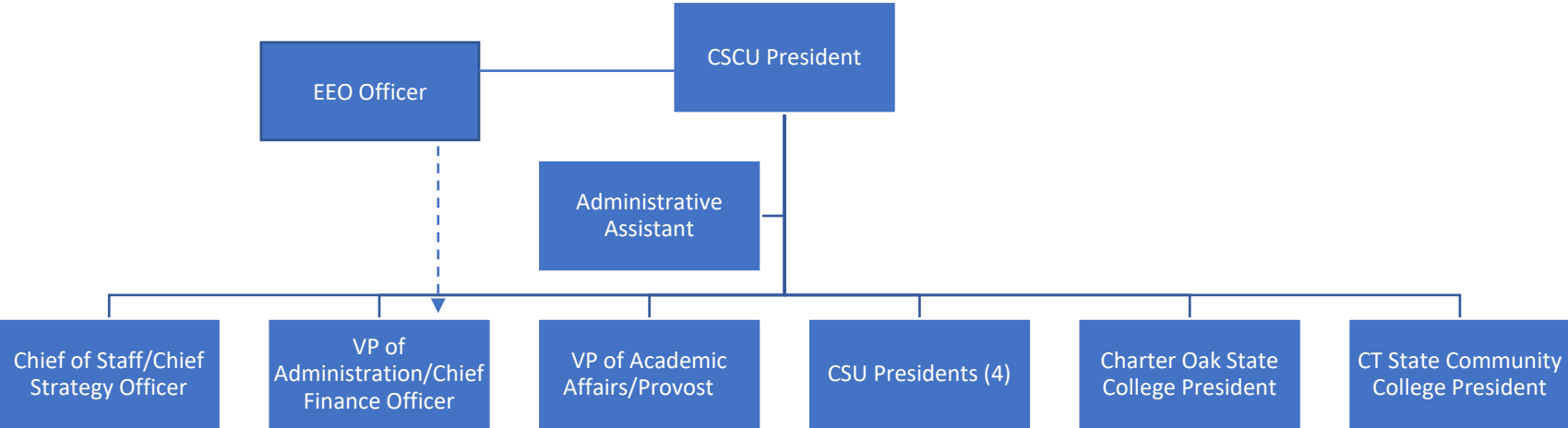
HRSS Mgr for Recruit & Talent	3	CSU Management/Conf 40 Hour	M2	85478.00	128218.00
HRSS Regional HR Manager/East	3	CSU Management/Conf 40 Hour	M2	85478.00	128218.00
HRSS Regional HR Manager/North	3	CSU Management/Conf 40 Hour	M2	85478.00	128218.00
HRSS Regional HR Manager/South	3	CSU Management/Conf 40 Hour	M2	85478.00	128218.00
Manager of EEO	3	CSU Management/Conf 40 Hour	M2	85478.00	128218.00
Accounts Payable Manager	3	CSU SUOAF Admin 12 Month	005	82284.00	127985.00
Assoc Cont, Compl & Procure	3	CSU SUOAF Admin 12 Month	005	82284.00	127985.00
Assoc Dir for Budget & Finance	3	CSU SUOAF Admin 12 Month	005	82284.00	127985.00
Assoc for Account & Report	3	CSU SUOAF Admin 12 Month	005	82284.00	127985.00
Assoc for Acctng & Reporting	3	CSU SUOAF Admin 12 Month	005	82284.00	127985.00
Assoc for Contr Comp & Procure	3	CSU SUOAF Admin 12 Month	005	82284.00	127985.00
Director of Project Management	3	CSU SUOAF Admin 12 Month	005	82284.00	127985.00
ECM Senior System Admin	3	CSU SUOAF Admin 12 Month	005	82284.00	127985.00
Programmer Analyst III	3	CSU SUOAF Admin 12 Month	005	82284.00	127985.00
Project Manager	3	CSU SUOAF Admin 12 Month	005	82284.00	127985.00
Sr Inform Security Program Adm	3	CSU SUOAF Admin 12 Month	005	82284.00	127985.00
Voice & Video Network Mgr.	3	CSU SUOAF Admin 12 Month	005	82284.00	127985.00
Assoc for Financial Svs	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Associate for Fin & Acctng	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Cust Support Center Supervisor	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Database Administrator	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Gear Up Project Director	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Instructional Technologist	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
LMS Administrator	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Network Administrator	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Project Director - Adv Manuf	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Security Administrator	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Senior Program Analyst	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Sys Librarian for Cnsortim Ops	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Systems Administrator	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Technical Support Engineer	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Telecomm Administrator	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Web Commun & Design Coord	3	CSU SUOAF Admin 12 Month	004	71666.00	114397.00
Assoc Dir of Student Success	3	CSU Management/Conf 40 Hour	M1	72845.00	109267.00
Assoc Director Board Affairs	3	CSU Management/Conf 40 Hour	M1	72845.00	109267.00
HRSS Benefits Analyst	3	CSU Management/Conf 40 Hour	M1	72845.00	109267.00
HRSS EEO Specialist	3	CSU Management/Conf 40 Hour	M1	72845.00	109267.00
HRSS HR Generalist	3	CSU Management/Conf 40 Hour	M1	72845.00	109267.00
HRSS Labor Relations Investiga	3	CSU Management/Conf 40 Hour	M1	72845.00	109267.00
Human Resources Specialist	3	CSU Management/Conf 40 Hour	M1	72845.00	109267.00

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES  
AFFIRMATIVE ACTION PLAN  
SECTION 46a-68-82  
ORGANIZATIONAL ANALYSIS**

AP & Disbursement Specialist	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
Assistant Payroll Coordinator	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
Asst Dir of Financial Aid	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
Asst Dir of Pub Relations	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
Asst in Finance & Accounting	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
Asst. Dir of Financial Aid	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
DC Operations Analyst	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
Finance&Accounting Specialist	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
Financial Services Specialist	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
Grant Research Analyst	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
IT Bus Oper Supp Administrator	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
Programmer Analyst II	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
Security Analyst	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
Visual Communications Designer	3	CSU SUOAF Admin 12 Month	003	61051.00	100812.00
Accountant	3	P-5 40 Hour	023	72704.16	93987.14
FAO - Purchasing/AP/Inventory	3	P-5 40 Hour	023	72704.16	93987.14
Fiscal/Administrative Officer	3	P-5 40 Hour	023	72704.16	93987.14
Banner Support Specialist	3	CSU Management/Conf 40 Hour	P3	62003.00	93005.00
Capital Budget Associate	3	CSU Management/Conf 40 Hour	P3	62003.00	93005.00
Executive Assistant	3	CSU Management/Conf 40 Hour	P3	62003.00	93005.00
HRSS Data Specialist	3	CSU Management/Conf 40 Hour	P3	62003.00	93005.00
HRSS Recruit-Talent Specialist	3	CSU Management/Conf 40 Hour	P3	62003.00	93005.00
HRSS Spec for Recruit/Talent	3	CSU Management/Conf 40 Hour	P3	62003.00	93005.00
Student/Acad Info Suppt Spec	3	CSU Management/Conf 40 Hour	P3	62003.00	93005.00
PayrollOfficer1	3	P-5 40 Hour	021	67561.16	85320.12
<b>EEO4 – ADMINISTRATIVE/CLERICAL</b>					
Administrative Assistant - Aca	4	NP-3 Clerical 40 Hour	019	59222.21	76637.17
Payroll Clerk	4	NP-3 Clerical 40 Hour	016	51302.16	67086.14
Office Assistant	4	NP-3 Clerical 40 Hour	013	44911.05	58924.14
Financial Clerk	4	NP-3 Clerical 40 Hour	012	42681.07	54349.07
<b>EEO5 – TECHNICAL/PARAPROFESSIONAL</b>					
Client Infrastructure Tech	5	CSU SUOAF Admin 12 Month	002	50432.00	87225.00
Grant Finance Assistant	5	CSU SUOAF Admin 12 Month	002	50432.00	87225.00
Grant Project Assistant	5	CSU SUOAF Admin 12 Month	002	50432.00	87225.00
Info. Systems Trainer	5	CSU SUOAF Admin 12 Month	002	50432.00	87225.00
Administrative Assistant	5	CSU Management/Conf 40 Hour	P2	52685.00	79027.00
CSCU Administrative Assistant	5	CSU Management/Conf 40 Hour	P2	52685.00	79027.00
HRSS Asst for Recruitment	5	CSU Management/Conf 40 Hour	P2	52685.00	79027.00
Assistant Accountant	5	P-5 40 Hour	019	61267.14	77958.09
Fscl/Admin Asst	5	P-5 40 Hour	019	61267.14	77958.09

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46a-68-82**  
**ORGANIZATIONAL ANALYSIS**

IT Administrator Trainee	5	CSU SUOAF Admin 12 Month	001	39815.00	73639.00
Purchasing Assistant	5	NP-3 Clerical 40 Hour	017	53810.11	70125.22



Section 46a-68-83  
Workforce Analysis

**CONNECTICUT STATE COLLEGES & UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46a-68-83**  
**WORKFORCE ANALYSIS**

This section was in Compliance in the last Affirmative Action Plan.

**Subsection (a)**

Connecticut State Colleges and Universities (CSCU) System Office 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, other miscellaneous temporary and durational employees. 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;
3. Agency workforce in each labor market area by occupational category;
4. Agency workforce in each labor market area by office(s), position(s) and position classification(s) within each occupational category.

**Subsection (b)**

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

**Subsection (c)**

CSCU 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.

**WORKFORCE ANALYSIS**

Form 83A

**TOTAL WORKFORCE**

AGENCY: [CT State Colleges and Universities](#)

REPORTING DATE: [February 28, 2022](#)

OCCUPATIONAL CATEGORY/ JOB TITLE	GRAND Total	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO or MORE	
		M	F	M	F	M	F	M	F	M	F	M	F
<b>Executive/Managerial</b>	38	19	19	15	16	1	2	2	1	1	0	0	0
%TOTAL	100.0%	50.0%	50.0%	39.5%	42.1%	2.6%	5.3%	5.3%	2.6%	2.6%	0.0%	0.0%	0.0%
<b>Professional</b>	147	59	88	48	58	6	14	4	9	1	6	0	1
%TOTAL	100.0%	40.1%	59.9%	32.7%	39.5%	4.1%	9.5%	2.7%	6.1%	0.7%	4.1%	0.0%	0.7%
<b>Tech/Paraprofessional</b>	16	6	10	4	4	0	3	0	2	1	1	1	0
%TOTAL	100.0%	37.5%	62.5%	25.0%	25.0%	0.0%	18.8%	0.0%	12.5%	6.3%	6.3%	6.3%	0.0%
<b>Secretarial/Clerical</b>	17	2	15	1	9	1	3	0	3	0	0	0	0
%TOTAL	100.0%	11.8%	88.2%	5.9%	52.9%	5.9%	17.6%	0.0%	17.6%	0.0%	0.0%	0.0%	0.0%
<b>TOTAL</b>	<b>218</b>	<b>86</b>	<b>132</b>	<b>68</b>	<b>87</b>	<b>8</b>	<b>22</b>	<b>6</b>	<b>15</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>1</b>
%TOTAL	100.0%	39.4%	60.6%	31.2%	39.9%	3.7%	10.1%	2.8%	6.9%	1.4%	3.2%	0.5%	0.5%



**WORKFORCE ANALYSIS**  
**FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY**

AGENCY:  
LMA

CT State Colleges and Universities  
NATIONAL/STATEWIDE

REPORTING DATE: February 28, 2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
<b>OCCUPATION CATEGORY - EXECUTIVE/MANAGERIAL</b>													
Assoc VP Academic Operations	1	1	0					1					
Assoc VP Digital Learning	1	1	0	1									
Assoc VP Enrl & Retention Svcs	1	0	1		1								
Assoc VP Fncl Aid & Title IV	1	1	0	1									
Assoc VP Rec, Admin, Outreach	1	0	1				1						
Assoc VP Student Success Mgt	1	1	0	1									
AVP Academic Prgms&Curriculum	1	0	1		1								
AVP Teaching & Learning	1	0	1		1								
BOR President	1	1	0							1			
Chief of Staff/Chief Strat Off	1	0	1		1								
CSCU Chief Information Officer	1	1	0					1					
CSCU Controller	1	0	1		1								
CSCU General Counsel	1	0	1				1						
DeputyChiefInformationOfficer	1	0	1		1								
Dir of Admissions Operations	1	0	1		1								
Dir of Prog Review&Assessment	1	1	0	1									
Dir of Student Success	1	1	0	1									
Dir Rgnl & Spec Accreditation	1	0	1		1								
Dir. of Budgets and Planning	1	0	1		1								
Director of Catalog&Spec Proj	1	0	1		1								
HRSS Dir of Comp Ben & HRAdmin	1	1	0	1									
HRSS Dir of Labor Relations	1	1	0	1									
HRSS Dir of Recruit & Talent	1	0	1		1								
HRSS Director of EEO	1	1	0	1									
Reg Advising Dir - Northwest	1	1	0	1									
Reg Advising Dir - Southwest	1	0	1		1								
Reg Advising Dir -Capital East	1	0	1						1				

**WORKFORCE ANALYSIS**  
**FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY**

AGENCY:  
LMA

CT State Colleges and Universities  
NATIONAL/STATEWIDE

REPORTING DATE: February 28, 2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNP		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
<b>OCCUPATION CATEGORY - EXECUTIVE/MANAGERIAL</b>													
Sr Exec Dir Cmpl Eqty Stdt Rel	1	1	0	1									
SSM Dir of Trng&Prof Lrng	1	1	0			1							
Vice President of HR Strategy	1	0	1		1								
VP Enroll Mgt & Student Affrs	1	0	1		1								
VP Facilities	1	1	0	1									
VP for Human Resources	1	1	0	1									
VP of Academic Affairs	1	1	0	1									
VP of Admin / Chief Financ Off	1	1	0	1									
VP of Finace & Administration	1	0	1		1								
VP of Purchasing	1	0	1		1								
VP of Student Succ & Acad In	1	1	0	1									
<b>EXECUTIVE MANAGERIAL</b>	<b>38</b>	<b>19</b>	<b>19</b>	<b>15</b>	<b>16</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>



**WORKFORCE ANALYSIS**  
**FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY**

AGENCY:  
LMA

CT State Colleges and Universities  
NATIONAL/STATEWIDE

REPORTING DATE: February 28, 2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
<b>OCCUPATIONAL CATEGORY - PROFESSIONAL NON-FACULTY</b>													
Dir of Comm & Strat Marketing	1	0	1		1								
Dir of Communications	1	1	0	1									
Dir of Fac Plan & Engineering	1	0	1						1				
Dir of Fac Planning & Engineer	1	1	0	1									
Dir of Fac, Planng & Engrng	1	1	0			1							
Dir of Fac, Plng & Engrng	1	1	0	1									
Dir of Finance & Sys Support	1	0	1						1				
Dir of Shared Svs & Bus Trnsfr	1	0	1		1								
Director of Accounting	3	1	2	1	2								
Director of IR and Planning	1	1	0	1									
Director of Project Management	1	1	0	1									
Director Proc, Cntrcts & Compl	1	0	1				1						
Director, Student/Academic Inf	1	0	1		1								
ECM Senior System Admin	1	1	0	1									
Finance&Accounting Specialist	1	0	1		1								
Financial Services Specialist	3	1	2	1			1		1				
Fiscal Administrative Officer	1	0	1		1								
Fiscal/AdministrativeOfficer	4	2	2	2	2								
Gear Up Project Director	1	0	1		1								
Grant Research Analyst	1	0	1				1						
HRSS Benefits Analyst	1	0	1		1								
HRSS Comp & Class Analyst	1	0	1		1								
HRSS Data Analyst	1	0	1		1								
HRSS Data Specialist	8	0	8		6		1		1				
HRSS EEO Specialist	1	0	1										1
HRSS HR Generalist/COSC	1	0	1				1						
HRSS HR Generalist/CSCC	1	1	0					1					
HRSS HR Generalist/East Region	3	0	3				1		2				



**WORKFORCE ANALYSIS**  
**FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY**

AGENCY:  
LMA

CT State Colleges and Universities  
NATIONAL/STATEWIDE

REPORTING DATE: February 28, 2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNP		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
<b>OCCUPATIONAL CATEGORY - PROFESSIONAL NON-FACULTY</b>													
Security Analyst	2	1	1			1						1	
Senior IR Data Analyst	1	1	0					1					
Senior Program Analyst	6	4	2	3	2					1			
Senior Project Manager	1	0	1		1								
Sr Assoc Dir of Bus Svs	1	0	1				1						
Sr Assoc for Decision Support	1	0	1		1								
Sr Database Administrator	2	2	0	2									
Sr Dir of Enterprise Apps	1	1	0	1									
Sr Info System Development Mgr	3	2	1			2						1	
Sr Inform Security Program Adm	1	0	1		1								
Sr Mgr Data Ctr & Infrstruc.	1	1	0	1									
Sr Security Administrator	1	0	1		1								
Sr Sys Software & Integration	1	1	0	1									
Sr Systems Manager	2	2	0	2									
Sr. Dir. of Support Services	1	1	0	1									
Student/Acad Info Suppt Spec	1	0	1		1								
Support Center Director	1	1	0	1									
Sys Librarian for Cnsortim Ops	1	1	0	1									
Systems Administrator	5	5	0	5									
TAP Director	1	1	0	1									
Telecomm Administrator	1	0	1				1						
Visual Communications Designer	1	1	0	1									
Voice & Video Network Mgr.	1	0	1		1								
Web Commun & Design Coord	1	1	0	1									
<b>PROFESSIONAL NON-FACULTY</b>	<b>147</b>	<b>59</b>	<b>88</b>	<b>48</b>	<b>58</b>	<b>6</b>	<b>14</b>	<b>4</b>	<b>9</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>1</b>

**WORKFORCE ANALYSIS**  
**FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY**

AGENCY:  
LMA

CT State Colleges and Universities  
NATIONAL/STATEWIDE

REPORTING DATE: February 28, 2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F

AGENCY: [CT State Colleges and Universities](#)  
 OCCUPATIONAL CATEGORY: [SECRETARIAL CLERICAL](#)

REPORTING DATE: [February 28, 2022](#)

JOB TITLES (UNDER 25 EMPLOYEES)	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO or MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
AssistantAccountant	1	0	1		1								
Client Infrastructure Tech	1	1	0	1									
FscI/AdminAsst	4	2	2	1			2					1	
Grant Finance Assistant	2	0	2						2				
Grant Project Assistant	2	0	2				1				1		
HRSS Asst for Recruitment	1	0	1		1								
Info. Systems Trainer	1	0	1		1								
IT Administrator Trainee	2	2	0	1						1			
Purchasing Assistant	2	1	1	1	1								
<b>SUBTOTAL</b>	<b>16</b>	<b>6</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>

AGENCY: [CT State Colleges and Universities](#)  
 OCCUPATIONAL CATEGORY: [PARAPROFESSIONAL](#)

REPORTING DATE: [February 28, 2022](#)

JOB TITLES (UNDER 25 EMPLOYEES)	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES	
	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
AdministrativeAssistant	5	0	5		4				1				
Executive Assistant	4	0	4		1		2		1				
Financial Clerk	1	0	1		1								
Office Assistant	2	1	1	1	1								
Payroll Clerk	5	1	4		2	1	1		1				
<b>TOTALS</b>	<b>17</b>	<b>2</b>	<b>15</b>	<b>1</b>	<b>9</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Form 83C

AGENCY: CT State Colleges and Universities  
 LABOR MARKET AREA: National/Statewide

REPORTING DATE: 1/30/2022

OCCUPATIONAL CATEGORY	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
Executive/Managerial	38	19	19	15	16	1	2	2	1	1	0	0	0
Professional	147	59	88	48	58	6	14	4	9	1	6	0	1
<b>TOTAL</b>	184	78	106	63	74	7	16	6	10	2	6	0	0

LABOR MARKET AREA: Hartford County

OCCUPATIONAL CATEGORY	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
Tech/Paraprofessional	16	6	10	4	4	0	3	0	2	1	1	1	0
Secretarial/Clerical	17	2	15	1	9	1	3	0	3	0	0	0	0
<b>TOTAL</b>	33	8	25	5	13	1	6	0	5	1	1	1	0



## WORKFORCE ANALYSIS

### FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:  
LMA

CT State Colleges and Universities  
NATIONAL/STATEWIDE

REPORTING DATE:

February 28, 2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F

<b>OCCUPATION CATEGORY - EXECUTIVE/MANAGERIAL</b>													
Assoc VP Academic Operations	1	1	0					1					
Assoc VP Digital Learning	1	1	0	1									
Assoc VP Enrl & Retention Svs	1	0	1		1								
Assoc VP Fncl Aid & Title IV	1	1	0	1									
Assoc VP Rec, Admin, Outreach	1	0	1				1						
Assoc VP Student Success Mgt	1	1	0	1									
AVP Academic Pgrms&Curriculum	1	0	1		1								
AVP Teaching & Learning	1	0	1		1								
BOR President	1	1	0							1			
Chief of Staff/Chief Strat Off	1	0	1		1								
CSCU Chief Information Officer	1	1	0					1					
CSCU Controller	1	0	1		1								
CSCU General Counsel	1	0	1				1						
DeputyChiefInformationOfficer	1	0	1		1								
Dir of Admissions Operations	1	0	1		1								
Dir of Prog Review&Assessment	1	1	0	1									
Dir of Student Success	1	1	0	1									
Dir Rgnl & Spec Accreditation	1	0	1		1								
Dir. of Budgets and Planning	1	0	1		1								
Director of Catalog&Spec Proj	1	0	1		1								
HRSS Dir of Comp Ben & HRAdmin	1	1	0	1									
HRSS Dir of Labor Relations	1	1	0	1									
HRSS Dir of Recruit & Talent	1	0	1		1								
HRSS Director of EEO	1	1	0	1									
Reg Advising Dir - Northwest	1	1	0	1									
Reg Advising Dir - Southwest	1	0	1		1								
Reg Advising Dir -Capital East	1	0	1						1				
Sr Exec Dir Cmpl Eqty Stdt Rel	1	1	0	1									
SSM Dir of Trng&Prof Lrng	1	1	0				1						

**WORKFORCE ANALYSIS**

**FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA**

AGENCY:  
LMA

CT State Colleges and Universities  
NATIONAL/STATEWIDE

REPORTING DATE:

February 28, 2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
<b>OCCUPATION CATEGORY - EXECUTIVE/MANAGERIAL</b>													
Vice President of HR Strategy	1	0	1		1								
VP Enroll Mgt & Student Affrs	1	0	1		1								
VP Facilities	1	1	0	1									
VP for Human Resources	1	1	0	1									
VP of Academic Affairs	1	1	0	1									
VP of Admin / Chief Financ Off	1	1	0	1									
VP of Finace & Administration	1	0	1		1								
VP of Purchasing	1	0	1		1								
VP of Student Succ & Acad In	1	1	0	1									
<b>EXECUTIVE MANAGERIAL - Subtotal</b>	<b>38</b>	<b>19</b>	<b>19</b>	<b>15</b>	<b>16</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>

## WORKFORCE ANALYSIS

### FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:  
LMA

CT State Colleges and Universities  
NATIONAL/STATEWIDE

REPORTING DATE:

February 28, 2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
<b>OCCUPATIONAL CATEGORY - PROFESSIONAL NON-FACULTY</b>													
Assoc Information Sec Officer	1	1	0	1									
Accountant	1	0	1		1								
Accounts Payable Manager	1	1	0	1									
AP & Disbursement Specialist	1	0	1		1								
Assc Director for Budget & Fin	1	0	1								1		
Assistant Counsel	2	0	2		2								
Assistant Payroll Coordinator	1	0	1				1						
Assoc Cont, Compl & Procure	1	0	1		1								
Assoc Dir for Budget & Finance	1	0	1		1								
Assoc Dir of Govt Relations	1	0	1		1								
Assoc Dir of Student Success	1	0	1		1								
Assoc Director Board Affairs	1	0	1		1								
Assoc for Account & Report	1	0	1		1								
Assoc for Acctng & Reporting	1	0	1		1								
Assoc for Contr Comp & Procure	2	1	1	1	1								
Assoc for Financial Svs	1	1	0	1									
Associate for Fin & Acctng	1	0	1		1								
Asst Dir of Financial Aid	1	0	1		1								
Asst Dir of Pub Relations	1	0	1		1								
Asst in Finance & Accounting	1	0	1		1								
Asst. Dir of Financial Aid	1	0	1		1								
Banner Support Specialist	1	0	1				1						
Capital Budget Associate	1	0	1				1						
Client Infrastructure Analyst	1	1	0	1									
Cust Support Center Supervisor	1	0	1								1		
Data Center Operations Admin	1	1	0	1									
Database Administrator	1	1	0	1									
DC Operations Analyst	2	2	0	2									
Dir of Comm & Strat Marketing	1	0	1		1								
<b>OCCUPATIONAL CATEGORY - PROFESSIONAL NON-FACULTY</b>													

## WORKFORCE ANALYSIS

### FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:  
LMA

CT State Colleges and Universities  
NATIONAL/STATEWIDE

REPORTING DATE:

February 28, 2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNP		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
Dir of Communications	1	1	0	1									
Dir of Fac Plan & Engineering	1	0	1						1				
Dir of Fac Planning & Engineer	1	1	0	1									
Dir of Fac, Planng & Engrng	1	1	0			1							
Dir of Fac, Plng & Engrng	1	1	0	1									
Dir of Finance & Sys Support	1	0	1						1				
Dir of Shared Svs & Bus Trnsfr	1	0	1		1								
Director of Accounting	3	1	2	1	2								
Director of IR and Planning	1	1	0	1									
Director of Project Management	1	1	0	1									
Director Proc, Cntrcts & Compl	1	0	1				1						
Director, Student/Academic Inf	1	0	1		1								
ECM Senior System Admin	1	1	0	1									
Finance&Accounting Specialist	1	0	1		1								
Financial Services Specialist	3	1	2	1			1		1				
Fiscal Administrative Officer	1	0	1		1								
Fiscal/AdministrativeOfficer	4	2	2	2	2								
Gear Up Project Director	1	0	1		1								
Grant Research Analyst	1	0	1				1						
HRSS Benefits Analyst	1	0	1		1								
HRSS Comp & Class Analyst	1	0	1		1								
HRSS Data Analyst	1	0	1		1								
HRSS Data Specialist	8	0	8		6		1		1				
HRSS EEO Specialist	1	0	1										1
HRSS HR Generalist/COSC	1	0	1				1						
HRSS HR Generalist/CSCC	1	1	0					1					
HRSS HR Generalist/East Region	3	0	3				1		2				
HRSS HR Generalist/NorthRegion	2	0	2		2								
HRSS HR Generalist/SO	1	0	1						1				
<b>OCCUPATIONAL CATEGORY - PROFESSIONAL NON-FACULTY</b>													
HRSS HR Generalist/SouthRegion	1	0	1				1						

## WORKFORCE ANALYSIS

### FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:  
LMA

CT State Colleges and Universities  
NATIONAL/STATEWIDE

REPORTING DATE:

February 28, 2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
HRSS Labor Relations Investiga	1	1	0					1					
HRSS Manager Labor Relations	1	0	1		1								
HRSS Mgr for Recruit & Talent	1	0	1		1								
HRSS Recruit-Talent Specialist	2	1	1					1	1				
HRSS Regional HR Manager/East	1	0	1		1								
HRSS Regional HR Manager/North	1	0	1								1		
HRSS Regional HR Manager/South	1	0	1						1				
HRSS Spec for Recruit/Talent	1	0	1				1						
Human Resources Specialist	1	0	1		1								
Instructional Technologist	1	0	1		1								
IT Bus Oper Supp Administrator	1	0	1		1								
LMS Administrator	1	0	1		1								
Manager of EEO	1	0	1				1						
Network Administrator	2	2	0	2									
Payroll Manager	1	0	1		1								
PayrollOfficer1	3	1	2	1	2								
Procurement Manager	1	1	0	1									
Procurement Strategic Analyst	1	0	1		1								
Professional 3	1	1	0				1						
Program Mgr Library Consortium	1	1	0	1									
Programmer Analyst II	1	0	1		1								
Programmer Analyst III	2	1	1	1							1		
Project Director - Adv Manuf	1	1	0				1						

## WORKFORCE ANALYSIS

### FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:  
LMA

CT State Colleges and Universities  
NATIONAL/STATEWIDE

REPORTING DATE:

February 28, 2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
<b>OCCUPATIONAL CATEGORY - PROFESSIONAL NON-FACULTY</b>													
Project Manager	1	1	0	1									
Security Administrator	1	1	0	1									
Security Analyst	2	1	1			1					1		
Senior IR Data Analyst	1	1	0					1					
Senior Program Analyst	6	4	2	3	2					1			
Senior Project Manager	1	0	1		1								
Sr Assoc Dir of Bus Svs	1	0	1				1						
Sr Assoc for Decision Support	1	0	1		1								
Sr Database Administrator	2	2	0	2									
Sr Dir of Enterprise Apps	1	1	0	1									
Sr Info System Development Mgr	3	2	1			2					1		
Sr Inform Security Program Adm	1	0	1		1								
Sr Mgr Data Ctr & Infrstruc.	1	1	0	1									
Sr Security Administrator	1	0	1		1								
Sr Sys Software & Integration	1	1	0	1									
Sr Systems Manager	2	2	0	2									
Sr. Dir. of Support Services	1	1	0	1									
Student/Acad Info Suppt Spec	1	0	1		1								
Support Center Director	1	1	0	1									
Sys Librarian for Cnsortim Ops	1	1	0	1									
Systems Administrator	5	5	0	5									
TAP Director	1	1	0	1									
Telecomm Administrator	1	0	1				1						
Visual Communications Designer	1	1	0	1									
Voice & Video Network Mgr.	1	0	1		1								
Web Commun & Design Coord	1	1	0	1									
<b>PROFESSIONAL NON-FACULTY - Subtotal</b>	<b>147</b>	<b>59</b>	<b>88</b>	<b>48</b>	<b>58</b>	<b>6</b>	<b>14</b>	<b>4</b>	<b>9</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>1</b>
<b>National/Statewide LMA TOTAL</b>	<b>185</b>	<b>78</b>	<b>107</b>	<b>63</b>	<b>74</b>	<b>7</b>	<b>16</b>	<b>6</b>	<b>10</b>	<b>2</b>	<b>6</b>	<b>0</b>	<b>1</b>

**WORKFORCE ANALYSIS**

**FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA/**

AGENCY:  
LMA

CT State Colleges and Universities  
Hartford County

REPORTING DATE: February 28, 2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F

**OCCUPATION CATEGORY - TECHNICAL/PARAPROFESSIONAL**

AssistantAccountant	1	0	1		1								
Client Infrastructure Tech	1	1	0	1									
Fscl/AdminAsst	4	2	2	1			2					1	
Grant Finance Assistant	2	0	2						2				
Grant Project Assistant	2	0	2				1				1		
HRSS Asst for Recruitment	1	0	1		1								
Info. Systems Trainer	1	0	1		1								
IT Administrator Trainee	2	2	0	1						1			
Purchasing Assistant	2	1	1	1	1								
<b>Hartford PARA/TECH - Subtotal</b>	<b>16</b>	<b>6</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>

**OCCUPATION CATEGORY - OFFICE/CLERICAL**

AdministrativeAssistant	5	0	5		4				1				
Executive Assistant	4	0	4		1		2		1				
Financial Clerk	1	0	1		1								
Office Assistant	2	1	1	1	1								
Payroll Clerk	5	1	4		2	1	1		1				
<b>Hartford CLERICAL- Subtotal</b>	<b>17</b>	<b>2</b>	<b>15</b>	<b>1</b>	<b>9</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Hartford Region TOTAL</b>	<b>33</b>	<b>8</b>	<b>25</b>	<b>5</b>	<b>13</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>

**WORKFORCE ANALYSIS**  
**TOTAL FULL-TIME WORKFORCE BY AGE**

AGENCY: CT State Colleges and Universities

REPORTING DATE: February 28, 2022

OCCUPATIONAL CATEGORY	TOTAL	AGE INCREMENTS											
		16 -19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70+
Executive/Managerial	38				3	4	7	5	7	6	6		
Professional	147			5	10	14	17	18	25	34	15	9	
Tech/Paraprofessional	16		2	2	1	1	1	2	2	2	1	2	
Secretarial/Clerical	17							5	5	3	2	2	
<b>TOTAL</b>	218		2	7	14	19	25	30	39	45	24	13	0





**WORKFORCE ANALYSIS**  
**DISABLED WORKFORCE**

Form 83F

AGENCY: CT State Colleges and Universities

REPORTING DATE: February 28, 2022

OCCUPATIONAL CATEGORY	GRAND TOTAL
Executive/Managerial	0
Professional	2
Tech/Paraprofessional	0
Secretarial/Clerical	0
<b>TOTAL</b>	<b>2</b>

Section 46a-68-84  
Availability Analysis

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES  
AFFIRMATIVE ACTION PLAN  
SECTION 46a-68-84  
AVAILABILITY ANALYSIS**

This section was in compliance in the last Affirmative Action Plan.

**Subsection (a)**

As a preparatory step in determining whether protected classes are fully and fairly utilized in the workforce, the Connecticut State Colleges and Universities System Office 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 ACES 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
4. Figures for education, technical and training program graduates: Bachelors and Masters Degree conferred
5. Any other relevant source.

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES  
AFFIRMATIVE ACTION PLAN  
SECTION 46a-68-84  
AVAILABILITY ANALYSIS**

**Subsection (d)**

For each occupational category, position classification or job title analyzed, the Connecticut State Colleges and Universities' (CSCU) 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 CSCU Affirmative Action Plan also documents the data source used and justifications for using each occupational category and includes the worksheets to detail the specific information used to create the 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. The Connecticut State Colleges and Universities (CSCU) does not have a separate category with twenty-five (25) or more in any occupational category.

**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 on hundred percent (100%).

The percent of each race and sex group for each relevant source used in the Connecticut State Colleges and Universities (CSCU) 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 Connecticut State Colleges and Universities (CSCU) 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. An agency, 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.

**CT State Colleges and Universities System Office  
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:  
JOB TITLE:

**Executive  
All titles**

REPORTING DATE:  
LABOR MARKET AREA:

**2/28/2022  
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)	53.7	50	26.9	46.3	50	23.2	41.5	50	20.8	36.9	50	18.5	2.5	50	1.3	2.5	50	1.3	3.9	50	2.0	4.0	50	2.0	5.0	50	2.5	2.3	50	1.2	0.7	50	0.4	0.7	50	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
Other: Digest of Ed (National)	42.7	40	17.1	57.3	40	22.9	33.6	40	13.4	42.3	40	16.9	3.9	40	1.6	6.9	40	2.8	2.8	40	1.1	4.3	40	1.7	2.1	40	0.8	2.9	40	1.2	0.4	40	0.2	0.8	40	0.3
Other: Masters Degrees	35.6	10	3.6	64.4	10	6.4	25.8	10	2.6	44.1	10	4.4	4.3	10	0.4	10.2	10	1.0	4.3	10	0.4	8.0	10	0.8	3.6	10	0.4	5.1	10	0.5	1.2	10	0.1	2.0	10	0.2
<b>FINAL AVAILABILITY BASE PERCENTAGE</b>			<b>47.6</b>			<b>52.5</b>			<b>36.8</b>			<b>39.8</b>			<b>3.3</b>			<b>5.1</b>			<b>3.5</b>			<b>4.5</b>			<b>3.7</b>			<b>2.9</b>			<b>0.7</b>			

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

SOC 11-3021	10430	7480	2950	5145	2135	415	105	400	220	1420	465	100	25
SOC 11-3031	20014	11090	8924	9105	6990	335	530	845	890	720	364	85	150
SOC 11-3111	399	125	274	125	270	0	0	0	4	0	0	0	0
SOC 11-3121	5089	1875	3214	1300	2470	75	195	335	315	145	149	20	85
SOC 11-3061	2835	1580	1255	1355	1170	95	20	45	35	70	10	15	20
SOC 11-9030	13949	5315	8634	4070	7020	445	535	440	730	205	264	155	85
SOC 11-9041	2250	2035	215	1725	205	30	0	70	10	210	0	0	0
<b>Total</b>	<b>54966</b>	<b>29500</b>	<b>25466</b>	<b>22825</b>	<b>20260</b>	<b>1395</b>	<b>1385</b>	<b>2135</b>	<b>2204</b>	<b>2770</b>	<b>1252</b>	<b>375</b>	<b>365</b>
<b>Percentage</b>	<b>100.0%</b>	<b>53.7%</b>	<b>46.3%</b>	<b>41.5%</b>	<b>36.9%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>3.9%</b>	<b>4.0%</b>	<b>5.0%</b>	<b>2.3%</b>	<b>0.7%</b>	<b>0.7%</b>

**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

**US Dept. Ed. National Center for Education Statistics, IPEDS, November 2019: Executive**

<b>Management</b>	<b>257414</b>	<b>110042</b>	<b>147372</b>	<b>86551</b>	<b>108813</b>	<b>9986</b>	<b>17862</b>	<b>7084</b>	<b>11181</b>	<b>5484</b>	<b>7572</b>	<b>937</b>	<b>1944</b>
<b>Total</b>	<b>257414</b>	<b>110042</b>	<b>147372</b>	<b>86551</b>	<b>108813</b>	<b>9986</b>	<b>17862</b>	<b>7084</b>	<b>11181</b>	<b>5484</b>	<b>7572</b>	<b>937</b>	<b>1944</b>
<b>Percentage</b>	<b>100.0%</b>	<b>42.7%</b>	<b>57.3%</b>	<b>33.6%</b>	<b>42.3%</b>	<b>3.9%</b>	<b>6.9%</b>	<b>2.8%</b>	<b>4.3%</b>	<b>2.1%</b>	<b>2.9%</b>	<b>0.4%</b>	<b>0.8%</b>

**Other source**

<b>Masters Degree</b>	<b>675100</b>	<b>243347</b>	<b>431753</b>	<b>165374</b>	<b>282051</b>	<b>27599</b>	<b>65527</b>	<b>27359</b>	<b>51515</b>	<b>23015</b>	<b>32660</b>	<b>7495</b>	<b>13021</b>
<b>Total</b>	<b>639941</b>	<b>227827</b>	<b>412114</b>	<b>165374</b>	<b>282051</b>	<b>27599</b>	<b>65527</b>	<b>27359</b>	<b>51515</b>	<b>23015</b>	<b>32660</b>	<b>7495</b>	<b>13021</b>
<b>Percentage</b>	<b>100.0%</b>	<b>35.6%</b>	<b>64.4%</b>	<b>25.8%</b>	<b>44.1%</b>	<b>4.3%</b>	<b>10.2%</b>	<b>4.3%</b>	<b>8.0%</b>	<b>3.6%</b>	<b>5.1%</b>	<b>1.2%</b>	<b>2.0%</b>

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
<b>Employment data in the Applicable LMA</b>	Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Education and Childcare Administrators (11-9030)	Statewide data utilized in this category.	50% 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
<b>Promotable</b>	N/A - No Promotable Pool identified	N/A	0% value weight.
<b>Part-Time Workforce</b>	N/A - No PT/Transferable Workforce Identified	N/A	0% value weight.
<b>Fall Student Populations</b>	N/A	N/A	0% value weight.
<b>Digest of Ed. Statistics</b>	US Dept. of Ed IPEDS Data November 2019-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.	40% Value weight as Executive/Administrative positions require advanced degrees and relevant/current experience. Many hires come from national searches and are often currently employed at the postsecondary level.
<b>Digest of Ed. Statistics</b>	322.20 - Masters Degrees Conferred	Positions in this category typically require a masters degree or higher.	10% Value weight as Executive/Administrative positions require advanced degrees and relevant/current experience.

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

**CT State Colleges and Universities System Office**  
**AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:  
JOB TITLE:

**Professional Non-Faculty**  
**All Remaining Titles**

REPORTING DATE:  
LABOR MARKET AREA:

**2/28/2022**  
**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)	50.4	50	25.2	49.6	50	24.8	41.9	50	21.0	39.0	50	19.5	2.8	50	1.4	3.9	50	2.0	2.5	50	1.3	3.2	50	1.6	2.7	50	1.4	2.9	50	1.5	0.4	50	0.2	0.7	50	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)	40.4	40	16.2	59.6	40	23.8	29.2	40	11.7	40.8	40	16.3	3.8	40	1.5	7.0	40	2.8	3.5	40	1.4	5.8	40	2.3	3.1	40	1.2	4.8	40	1.9	0.8	40	0.3	1.1	40	0.4
Digest of Ed Stats (National)	40.4	10	4.0	59.6	10	6.0	26.2	10	2.6	36.7	10	3.7	3.8	10	0.4	7.3	10	0.7	5.3	10	0.5	8.6	10	0.9	3.7	10	0.4	4.8	10	0.5	1.4	10	0.1	2.2	10	0.2
<b>FINAL AVAILABILITY BASE PERCENTAGE</b>			<b>45.4</b>			<b>54.6</b>			<b>35.3</b>			<b>39.5</b>			<b>3.3</b>			<b>5.5</b>			<b>3.2</b>			<b>4.8</b>			<b>3.0</b>			<b>3.9</b>			<b>0.6</b>			<b>1.0</b>

Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut

SOC 13-1023	3589	1875	1714	1460	1400	135	200	185	80	55	4	40	30
SOC 13-1070	9954	2599	7355	2180	5555	150	855	220	640	14	230	35	75
SOC 13-1141	720	240	480	155	445	65	0	0	0	20	20	0	15
SOC 13-2011	28680	13520	15160	10905	11590	955	1175	740	1065	830	1095	90	235
SOC 15-1240	4998	3775	1223	970	145	45	220	145	605	200	4	4	
SOC 23-1000	18245	12240	6005	11435	5415	275	230	250	175	205	140	75	45
SOC 13-2011	28680	13520	15160	10905	11590	955	1175	740	1065	830	1095	90	235
<b>Total</b>	<b>94866</b>	<b>47769</b>	<b>47097</b>	<b>39775</b>	<b>36965</b>	<b>39775</b>	<b>2680</b>	<b>3680</b>	<b>2559</b>	<b>3029</b>	<b>2784</b>	<b>400</b>	<b>639</b>
<b>Percentage</b>	<b>100.0%</b>	<b>50.4%</b>	<b>49.6%</b>	<b>41.9%</b>	<b>39.0%</b>	<b>2.8%</b>	<b>3.9%</b>	<b>2.5%</b>	<b>3.2%</b>	<b>2.7%</b>	<b>2.9%</b>	<b>0.4%</b>	<b>0.7%</b>

Promotable Pool

Total	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

Part-Time Pool - N/A

Total	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

OTHER SOURCE

Total	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

Digest of Ed. Statistics, Table 314.40, Fall 2019: Multiple Titles

Bus & Financial Ops	219395	60016	159379	41755	107329	5710	19636	5779	16242	4295	12980	2477	3192
Comm, Soc Svc, Leg, Arts etc.	183707	80793	102914	60605	73665	10089	12203	6045	10094	2791	4930	1263	2022
Comp, Engineering and Science	219844	131682	88162	96078	57731	8366	7387	10488	7484	14731	14078	2019	1482
Librarians, Curators and Arch.	39258	11631	27627	9256	21382	722	876	1700	627	1818	150	456	
Stud. & Acad. Affs & Ed Svc.	176953	54996	121957	37721	82145	7014	17380	5974	13262	3350	6882	937	2288
<b>Total</b>	<b>839157</b>	<b>339118</b>	<b>500039</b>	<b>245415</b>	<b>342252</b>	<b>31901</b>	<b>58877</b>	<b>29162</b>	<b>48782</b>	<b>25794</b>	<b>40688</b>	<b>6846</b>	<b>9440</b>
<b>Percentage</b>	<b>100.0%</b>	<b>40.4%</b>	<b>59.6%</b>	<b>29.2%</b>	<b>40.8%</b>	<b>3.8%</b>	<b>7.0%</b>	<b>3.5%</b>	<b>5.8%</b>	<b>3.1%</b>	<b>4.8%</b>	<b>0.8%</b>	<b>1.1%</b>

Degrees Conferred - Bachelors and Masters Degrees

Bachelors Degrees	1911018	803184	1107834	516342	673667	70811	125845	111468	173542	74344	91357	30219	43423
Masters Degrees	695616	250842	444774	165374	282051	27599	65527	27359	51515	23015	32660	7495	13021
<b>Total</b>	<b>2606634</b>	<b>1054026</b>	<b>1552608</b>	<b>681716</b>	<b>955718</b>	<b>98410</b>	<b>191372</b>	<b>138827</b>	<b>225057</b>	<b>97359</b>	<b>124017</b>	<b>37714</b>	<b>56444</b>
<b>Percentage</b>	<b>100.0%</b>	<b>40.4%</b>	<b>59.6%</b>	<b>26.2%</b>	<b>36.7%</b>	<b>3.8%</b>	<b>7.3%</b>	<b>5.3%</b>	<b>8.6%</b>	<b>3.7%</b>	<b>4.8%</b>	<b>1.4%</b>	<b>2.2%</b>

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
<b>Employment data in the Applicable LMA</b>	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.	50% value weight as Professional Non-faculty positions are recruited from CT, often requiring previous and/or current work experience in the discipline/field.
<b>Promotable</b>	No longer utilized as of 2022		
<b>PT Workforce</b>	N/A		
<b>Other Data</b>	N/A		
<b>Digest of Ed. Statistics</b>	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.	40% value weight. Most hires are recruited primarily through statewide; however, some national and/or regional hires do occur.
<b>Digest of Ed. Statistics</b>	Digest of Ed. Statistics, Table 322.20 and 323.20 - conferred bachelors and masters degrees. Fall 2019	Nationwide statistics used as graduating students will enter the workforce across state lines - and at times come from national searches.	10% value weight. PNF positions typically require a Bachelors degree and some require the masters degree.

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

CSCC - Shoreline West Region

AVAILABILITY ANALYSIS

OCCUPATIONAL CATEGORY:  
JOB TITLE:

Administrative/Clerical  
All Titles

REPORTING DATE:  
LABOR MARKET AREA:

2/28/2022  
Hartford County

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)	5.4	100	5.4	94.6	100	94.6	3.5	100	3.5	71.9	100	71.9	0.5	100	0.5	7.4	100	7.4	0.8	100	0.8	11.0	100	11.0	0.6	100	0.6	2.3	100	2.3	0.2	100	0.2	2.0	100	2.0
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
Graduation Data (selected programs)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	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			5.4			94.6			3.5			71.9			0.5			7.4			0.8			11.0			0.6			2.3			0.2			2.0

Employment Data - Census 2014-2018 EEO Data Tool, Hartford Counties - Secretaries and administrative assistants : 43-6010 / 5710

Hartford	9940	540	9400	350	7150	45	735	75	1095	55	225	15	195
Total	9940	540	9400	350	7150	45	735	75	1095	55	225	15	195
Percentage	100.0%	5.4%	94.6%	3.5%	71.9%	0.5%	7.4%	0.8%	11.0%	0.6%	2.3%	0.2%	2.0%
<b>Promotable Pool</b>													
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>Transferable 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
<b>Other</b>													
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>Other</b>													
BOT	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

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, Hartford County, Secretaries and administrative assistants : 43-6010 / 5710	The hiring area is local and within Hartford County are utilized.	100% as most positions are hired from those already employed.
Promotable	N/A		
Transferrable Workforce	N/A		
Fall Student Populations	Not utilized for clerical positions		
Digest of Ed. Statistics	Not utilized for clerical positions		

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



**CT State Colleges and Universities System Office  
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:  
JOB TITLE:

**Paraprofessional  
All Titles**

REPORTING DATE: **2/28/2022**  
LABOR MARKET AREA: **Hartford County**

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)	19.2	100	19.2	80.8	100	80.8	14.6	100	14.6	60.4	100	60.4	1.2	100	1.2	8.3	100	8.3	2.3	100	2.3	8.6	100	8.6	1.1	100	1.1	2.4	100	2.4	0.0	100	0.0	1.2	100	1.2
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
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
Graduation Data (selected programs)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
<b>FINAL AVAILABILITY BASE PERCENTAGE</b>			<b>19.2</b>			<b>80.8</b>			<b>14.6</b>			<b>60.4</b>			<b>1.2</b>			<b>8.3</b>			<b>2.3</b>			<b>8.6</b>			<b>1.1</b>			<b>2.4</b>			<b>0.0</b>			<b>1.2</b>

**Employment Data - Census 2014-2018 EEO Data Tool, Hartford Other teachers and instrs, ed., trng, and lib. wkrs : 25-XXXX / 2350, Fin. clerks, except bookkeeping, acct, and auditing clerks : 43-30XX / 5100, Bookkeeping, acct, and auditing clerks : 43-3031 / 5120**

<b>Hartford County Total</b>	10774	2065	8709	1575	6505	125	890	245	925	120	260	0	129
<b>Total</b>	10774	2065	8709	1575	6505	125	890	245	925	120	260	0	129
<b>Percentage</b>	100.0%	19.2%	80.8%	14.6%	60.4%	1.2%	8.3%	2.3%	8.6%	1.1%	2.4%	0	1.2%

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
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
Other source													
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
Other source													
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:
<b>Employment data in the Applicable LMA</b>	Employment Data - Census 2014-2018 EEO Data Tool, Hartford County. Other teachers and instrs, ed., trng, and lib. wkrs : 25-XXXX / 2350, Fin. clerks, except bookkeeping, acct, and auditing clerks : 43-30XX / 5100, Bookkeeping, acct, and auditing clerks : 43-3031 / 5120	The hiring area is Hartford for this job category as positions at this level are often recruited from areas closer to the campus	60% value weight as most hires into category come from the currently employed. New census tool provides
Promotable	N/A		
Part-Time WkForce	No PT workforce identified for this category		
Other	N/A		
Other	N/A		

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

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."

Occupation Label: SOC / Census Code		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
Computer and information systems managers : 11-3021 / 0110	Total	10,425	615	7,280	520	25	1,860	0	125
Computer and information systems managers : 11-3021 / 0110	Male	7,475	400	5,145	415	25	1,395	0	100
Computer and information systems managers : 11-3021 / 0110	Female	2,950	220	2,135	105	0	465	0	25
Computer and information systems managers : 11-3021 / 0110	Percent Total	100.0%	5.9%	69.8%	5.0%	0.2%	17.8%	0.0%	1.2%
Computer and information systems managers : 11-3021 / 0110	Percent Male	71.7%	3.8%	49.4%	4.0%	0.2%	13.4%	0.0%	1.0%
Computer and information systems managers : 11-3021 / 0110	Percent Female	28.3%	2.1%	20.5%	1.0%	0.0%	4.5%	0.0%	0.2%
Financial managers : 11-3031 / 0120	Total	20,010	1730	16,095	860	4	1,080	0	235
Financial managers : 11-3031 / 0120	Male	11,090	845	9,105	335	0	720	0	85
Financial managers : 11-3031 / 0120	Female	8,920	890	6,990	530	4	360	0	150
Financial managers : 11-3031 / 0120	Percent Total	100.0%	8.6%	80.4%	4.3%	0.0%	5.4%	0.0%	1.2%
Financial managers : 11-3031 / 0120	Percent Male	55.4%	4.2%	45.5%	1.7%	0.0%	3.6%	0.0%	0.4%
Financial managers : 11-3031 / 0120	Percent Female	44.6%	4.4%	34.9%	2.6%	0.0%	1.8%	0.0%	0.7%
Compensation and benefits managers : 11-3111 / 0135	Total	395	4	395	0	0	0	0	0
Compensation and benefits managers : 11-3111 / 0135	Male	125	0	125	0	0	0	0	0
Compensation and benefits managers : 11-3111 / 0135	Female	275	4	270	0	0	0	0	0
Compensation and benefits managers : 11-3111 / 0135	Percent Total	100.0%	1.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Compensation and benefits managers : 11-3111 / 0135	Percent Male	31.6%	0.0%	31.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Compensation and benefits managers : 11-3111 / 0135	Percent Female	69.6%	1.0%	68.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Human resources managers : 11-3121 / 0136	Total	5,080	650	3,765	270	4	290	0	105
Human resources managers : 11-3121 / 0136	Male	1,870	335	1,300	75	0	145	0	20
Human resources managers : 11-3121 / 0136	Female	3,210	315	2,470	195	4	145	0	85
Human resources managers : 11-3121 / 0136	Percent Total	100.0%	12.8%	74.1%	5.3%	0.1%	5.7%	0.0%	2.1%
Human resources managers : 11-3121 / 0136	Percent Male	36.8%	6.6%	25.6%	1.5%	0.0%	2.9%	0.0%	0.4%
Human resources managers : 11-3121 / 0136	Percent Female	63.2%	6.2%	48.6%	3.8%	0.1%	2.9%	0.0%	1.7%
Purchasing managers : 11-3061 / 0150	Total	2,830	80	2,525	115	0	75	0	40
Purchasing managers : 11-3061 / 0150	Male	1,575	45	1,355	95	0	70	0	15
Purchasing managers : 11-3061 / 0150	Female	1,255	35	1,170	20	0	10	0	20
Purchasing managers : 11-3061 / 0150	Percent Total	100.0%	2.8%	89.2%	4.1%	0.0%	2.7%	0.0%	1.4%
Purchasing managers : 11-3061 / 0150	Percent Male	55.7%	1.6%	47.9%	3.4%	0.0%	2.5%	0.0%	0.5%
Purchasing managers : 11-3061 / 0150	Percent Female	44.3%	1.2%	41.3%	0.7%	0.0%	0.4%	0.0%	0.7%
Education and childcare administrators : 11-9030 / 0230	Total	13,950	1170	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%
Architectural and engineering managers : 11-9041 / 0300	Total	2,250	80	1,930	30	0	210	0	0
Architectural and engineering managers : 11-9041 / 0300	Male	2,035	70	1,725	30	0	210	0	0
Architectural and engineering managers : 11-9041 / 0300	Female	215	10	205	0	0	0	0	0
Architectural and engineering managers : 11-9041 / 0300	Percent Total	100.0%	3.6%	85.8%	1.3%	0.0%	9.3%	0.0%	0.0%
Architectural and engineering managers : 11-9041 / 0300	Percent Male	90.4%	3.1%	76.7%	1.3%	0.0%	9.3%	0.0%	0.0%
Architectural and engineering managers : 11-9041 / 0300	Percent Female	9.6%	0.4%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%

Source: 2014-2018 ACS 5-Year EEO Estimates

Title	Total	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
Computer and information systems managers : 11-3021 / 0110	10,430	5,145	2,135	415	105	400	220	1420	465	100	25
Financial managers : 11-3031 / 0120	20,014	9,105	6,990	335	530	845	890	720	364	85	150
Compensation and benefits managers : 11-3111 / 0135	399	125	270	0	0	0	4	0	0	0	0
Human resources managers : 11-3121 / 0136	5,089	1,300	2,470	75	195	335	315	145	149	20	85
Purchasing managers : 11-3061 / 0150	2,835	1,355	1,170	95	20	45	35	70	10	15	20
Education and childcare administrators : 11-9030 / 0230	13,949	4,070	7,020	445	535	440	730	205	264	155	85
Architectural and engineering managers : 11-9041 / 0300	2,250	1,725	205	30	0	70	10	210	0	0	0
Total	54,966	22,825	20,260	1,395	1,385	2,135	2,204	2,770	1,252	375	365
Percentage	100.0%	41.5%	36.9%	2.5%	2.5%	3.9%	4.0%	5.0%	2.3%	0.7%	0.7%

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."

Occupation Label: SOC / Census Code	Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	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		
Purchasing agents, except wholesale, retail, and farm products : 13-1023 / 0530	Total	3,590	265	2,860	335	0	50	10	70
Purchasing agents, except wholesale, retail, and farm products : 13-1023 / 0530	Male	1,870	185	1,460	135	0	45	10	40
Purchasing agents, except wholesale, retail, and farm products : 13-1023 / 0530	Female	1,720	80	1,400	200	0	4	0	30
Purchasing agents, except wholesale, retail, and farm products : 13-1023 / 0530	Percent Total	100.0%	7.4%	79.7%	9.3%	0.0%	1.4%	0.3%	1.9%
Purchasing agents, except wholesale, retail, and farm products : 13-1023 / 0530	Percent Male	52.1%	5.2%	40.7%	3.8%	0.0%	1.3%	0.3%	1.1%
Purchasing agents, except wholesale, retail, and farm products : 13-1023 / 0530	Percent Female	47.9%	2.2%	39.0%	5.6%	0.0%	0.1%	0.0%	0.8%
Human resources workers : 13-1070 / 0630	Total	9,955	865	7,735	1,005	10	230	0	110
Human resources workers : 13-1070 / 0630	Male	2,600	220	2,180	150	4	10	0	35
Human resources workers : 13-1070 / 0630	Female	7,355	640	5,555	855	10	220	0	75
Human resources workers : 13-1070 / 0630	Percent Total	100.0%	8.7%	77.7%	10.1%	0.1%	2.3%	0.0%	1.1%
Human resources workers : 13-1070 / 0630	Percent Male	26.1%	2.2%	21.9%	1.5%	0.0%	0.1%	0.0%	0.4%
Human resources workers : 13-1070 / 0630	Percent Female	73.9%	6.4%	55.8%	8.6%	0.1%	2.2%	0.0%	0.8%
Compensation, benefits, and job analysis specialists : 13-1141 / 0640	Total	715	0	605	65	0	35	0	15
Compensation, benefits, and job analysis specialists : 13-1141 / 0640	Male	240	0	155	65	0	20	0	0
Compensation, benefits, and job analysis specialists : 13-1141 / 0640	Female	475	0	445	0	0	20	0	15
Compensation, benefits, and job analysis specialists : 13-1141 / 0640	Percent Total	100.0%	0.0%	84.6%	9.1%	0.0%	4.9%	0.0%	2.1%
Compensation, benefits, and job analysis specialists : 13-1141 / 0640	Percent Male	33.6%	0.0%	21.7%	9.1%	0.0%	2.8%	0.0%	0.0%
Compensation, benefits, and job analysis specialists : 13-1141 / 0640	Percent Female	66.4%	0.0%	62.2%	0.0%	0.0%	2.8%	0.0%	2.1%
Accountants and auditors : 13-2011 / 0800	Total	28,680	1,800	22,495	2,130	10	1,890	30	325
Accountants and auditors : 13-2011 / 0800	Male	13,520	740	10,905	955	0	800	30	90
Accountants and auditors : 13-2011 / 0800	Female	15,160	1,065	11,590	1,175	10	1,085	0	235
Accountants and auditors : 13-2011 / 0800	Percent Total	100.0%	6.3%	78.4%	7.4%	0.0%	6.6%	0.1%	1.1%
Accountants and auditors : 13-2011 / 0800	Percent Male	47.1%	2.6%	38.0%	3.3%	0.0%	2.8%	0.1%	0.3%
Accountants and auditors : 13-2011 / 0800	Percent Female	52.9%	3.7%	40.4%	4.1%	0.0%	3.8%	0.0%	0.8%
Database and network administrators and architects : 15-1240 / 1065	Total	4,990	225	3,700	190	40	765	0	75
Database and network administrators and architects : 15-1240 / 1065	Male	3,770	220	2,735	145	0	605	0	70
Database and network administrators and architects : 15-1240 / 1065	Female	1,220	4	970	45	40	160	0	4
Database and network administrators and architects : 15-1240 / 1065	Percent Total	100.0%	4.5%	74.1%	3.8%	0.8%	15.3%	0.0%	1.5%
Database and network administrators and architects : 15-1240 / 1065	Percent Male	75.6%	4.4%	54.8%	2.9%	0.0%	12.1%	0.0%	1.4%
Database and network administrators and architects : 15-1240 / 1065	Percent Female	24.4%	0.1%	19.4%	0.9%	0.8%	3.2%	0.0%	0.1%
Lawyers, judges, and related workers : 23-1000 / 2100	Total	18,235	425	16,845	505	0	340	0	120
Lawyers, judges, and related workers : 23-1000 / 2100	Male	12,235	250	11,435	275	0	205	0	75
Lawyers, judges, and related workers : 23-1000 / 2100	Female	6,000	175	5,415	230	0	140	0	45
Lawyers, judges, and related workers : 23-1000 / 2100	Percent Total	100.0%	2.3%	92.4%	2.8%	0.0%	1.9%	0.0%	0.7%
Lawyers, judges, and related workers : 23-1000 / 2100	Percent Male	67.1%	1.4%	62.7%	1.5%	0.0%	1.1%	0.0%	0.4%
Lawyers, judges, and related workers : 23-1000 / 2100	Percent Female	32.9%	1.0%	29.7%	1.3%	0.0%	0.8%	0.0%	0.2%
Accountants and auditors : 13-2011 / 0800	Total	28,680	1,800	22,495	2,130	10	1,890	30	325
Accountants and auditors : 13-2011 / 0800	Male	13,520	740	10,905	955	0	800	30	90
Accountants and auditors : 13-2011 / 0800	Female	15,160	1,065	11,590	1,175	10	1,085	0	235
Accountants and auditors : 13-2011 / 0800	Percent Total	100.0%	6.3%	78.4%	7.4%	0.0%	6.6%	0.1%	1.1%
Accountants and auditors : 13-2011 / 0800	Percent Male	47.1%	2.6%	38.0%	3.3%	0.0%	2.8%	0.1%	0.3%
Accountants and auditors : 13-2011 / 0800	Percent Female	52.9%	3.7%	40.4%	4.1%	0.0%	3.8%	0.0%	0.8%

Source: 2014-2018 ACS 5-Year EEO Estimates

Title	Total	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
Purchasing agents, except wholesale, retail, and farm products : 13-1023 / 0530	3,589	1,460	1,400	135	200	185	80	55	4	40	30
Human resources workers : 13-1070 / 0630	9,954	2,180	5,555	150	855	220	640	14	230	35	75
Compensation, benefits, and job analysis specialists : 13-1141 / 0640	720	155	445	65	0	0	0	20	20	0	15
Accountants and auditors : 13-2011 / 0800	28,680	10,905	11,590	955	1,175	740	1,065	830	1,095	90	235
Database and network administrators and architects : 15-1240 / 1065	4,998	2,735	970	145	45	220	4	605	200	70	4
Lawyers, judges, and related workers : 23-1000 / 2100	18,245	11,435	5,415	275	230	250	175	205	140	75	45
Accountants and auditors : 13-2011 / 0800	28,680	10,905	11,590	955	1,175	740	1,065	830	1,095	90	235
Total	94,866	28,870	25,375	1,725	2,505	1,615	1,964	1,729	1,689	310	404
percentage	100.0%	30.4%	26.7%	1.8%	2.6%	1.7%	2.1%	1.8%	1.8%	0.3%	0.4%

### Hartford Census Clerical

Hartford 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."

Occupation Label: SOC / Census Code		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	
Secretaries and administrative assistants : 43-6010 / 5710	Total	9,940	1,170	7,500	780	15	265	0	210
Secretaries and administrative assistants : 43-6010 / 5710	Male	540	75	350	45	15	40	0	15
Secretaries and administrative assistants : 43-6010 / 5710	Female	9,400	1,095	7,150	735	0	225	0	195
Secretaries and administrative assistants : 43-6010 / 5710	Percent Total	100.0%	11.8%	75.5%	7.8%	0.2%	2.7%	0.0%	2.1%
Secretaries and administrative assistants : 43-6010 / 5710	Percent Male	5.4%	0.8%	3.5%	0.5%	0.2%	0.4%	0.0%	0.2%
Secretaries and administrative assistants : 43-6010 / 5710	Percent Female	94.6%	11.0%	71.9%	7.4%	0.0%	2.3%	0.0%	2.0%

Source: 2014-2018 ACS 5-Year EEO Estimates

This information is a summary of the above data

	total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
Secretaries and administrative assistants : 43-6010 / 5710	9940		540	9400	350	7,150	45	735	75	1095	55	225	15 195

## CENSUS ParaProfessional Hartford County

Hartford 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."

Occupation Label: SOC / Census Code	Total All Groups	Hispanic or Latino	White	Black or African American	American Indian / Alaska Native	Asian	Native Hawaiian / Pacific Islander	Balance of not Hispanic or Latino
			alone	alone	alone	alone	alone	
Other teachers and instructors, education, training, and library wo Total	3,600	450	2,635	385	0	120	0	4
Other teachers and instructors, education, training, and library wo Male	1,135	155	850	50	0	80	0	0
Other teachers and instructors, education, training, and library wo Female	2,465	295	1,790	335	0	40	0	4
Other teachers and instructors, education, training, and library wo Percent Total	100.0%	12.5%	73.2%	10.7%	0.0%	3.3%	0.0%	0.1%
Other teachers and instructors, education, training, and library wo Percent Male	31.5%	4.3%	23.6%	1.4%	0.0%	2.2%	0.0%	0.0%
Other teachers and instructors, education, training, and library wo Percent Female	68.5%	8.2%	49.7%	9.3%	0.0%	1.1%	0.0%	0.1%
Financial clerks, except bookkeeping, accounting, and auditing cler Total	3,770	405	2,700	335	0	230	0	95
Financial clerks, except bookkeeping, accounting, and auditing cler Male	505	30	415	20	0	40	0	0
Financial clerks, except bookkeeping, accounting, and auditing cler Female	3,265	380	2,285	315	0	190	0	95
Financial clerks, except bookkeeping, accounting, and auditing cler Percent Total	100.0%	10.7%	71.6%	8.9%	0.0%	6.1%	0.0%	2.5%
Financial clerks, except bookkeeping, accounting, and auditing cler Percent Male	13.4%	0.8%	11.0%	0.5%	0.0%	1.1%	0.0%	0.0%
Financial clerks, except bookkeeping, accounting, and auditing cler Percent Female	86.6%	10.1%	60.6%	8.4%	0.0%	5.0%	0.0%	2.5%
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120 Total	3,410	310	2,745	300	0	30	0	30
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120 Male	425	60	310	55	0	0	0	0
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120 Female	2,985	250	2,430	240	0	30	0	30
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120 Percent Total	100.0%	9.1%	80.5%	8.8%	0.0%	0.9%	0.0%	0.9%
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120 Percent Male	12.5%	1.8%	9.1%	1.6%	0.0%	0.0%	0.0%	0.0%
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120 Percent Female	87.5%	7.3%	71.3%	7.0%	0.0%	0.9%	0.0%	0.9%

**Source: 2014-2018 ACS 5-Year EEO Estimates**

Data summary from above data sets:

Title	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
Other teachers and instructors, education, training, and library wo	3599	1135	2464	850	1790	50	335	155	295	80	40	0	4
Financial clerks, except bookkeeping, accounting, and auditing cler	3770	505	3265	415	2285	20	315	30	380	40	190	0	95
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	3405	425	2980	310	2430	55	240	60	250	0	30	0	30
Total	10774	2065	8709	1575	6505	125	890	245	925	120	260	0	129

DIGEST OF EDUCATION STATISTICS  
 TABLE 314.40 - FALL 2018 EMPLOYEES IN DEGREE GRANTING POSTSECONDARY INSTITUTIONS  
 (Fall 2018 - Table Prepared November 2019)

STAFF	TOTAL	TOTAL	TOTAL	WHITE	WHITE	BLACK	BLACK	HISPA	HISPANI	AAIAN	AAIANH	Two/more	two/more
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Management	257414	110,042 42.7%	147,372 57.3%	86,551 33.6%	108,813 42.3%	9,986 3.9%	17,862 6.9%	7,084 2.8%	11,181 4.3%	5,484 2.1%	7,572 2.9%	937 0.6%	1,944 1.3%
Professional/ Faculty	1409807	693,164 49.2%	716,643 50.8%	532,480 37.8%	535,306 38.0%	42,176 3.0%	66,097 4.7%	40,665 2.9%	43,280 3.1%	70,706 5.0%	62,464 4.4%	7,137 1.0%	9,496 1.3%
Business & Financial	219395	60,016 27.4%	159,379 72.6%	41,755 19.0%	107,329 48.9%	5,710 2.6%	19,636 9.0%	5,779 2.6%	16,242 7.4%	4,295 2.0%	12,980 5.9%	2,477 1.6%	3,192 2.0%
Computers, Engineering & Science	219844	131,682 59.9%	88,162 40.1%	96,078 43.7%	57,731 26.3%	8,366 3.8%	7,387 3.4%	10,488 4.8%	7,484 3.4%	14,731 6.7%	14,078 6.4%	2,019 2.3%	1,482 1.7%
Community, Social Service, Legal, Arts, Design, Entertainment, Sports & Media	183707	80,793 44.0%	102,914 56.0%	60,605 33.0%	73,665 40.1%	10,089 5.5%	12,203 6.6%	6,045 3.3%	10,094 5.5%	2,791 1.5%	4,930 2.7%	1,263 1.2%	2,022 2.0%
Healthcare Practitioners & Technicians	105320	29,353 27.9%	75,967 72.1%	19,227 18.3%	51,011 48.4%	2,557 2.4%	9,246 8.8%	2,605 2.5%	6,586 6.3%	4,539 4.3%	8,028 7.6%	425 0.6%	1,096 1.4%
Librarians, Curators, & Archivists	39258	11,631 29.6%	27,627 70.4%	9,256 23.6%	21,382 54.5%	722 1.8%	2,271 5.8%	876 2.2%	1,700 4.3%	627 1.6%	1,818 4.6%	150 0.5%	456 1.7%
Student & Academic Affairs & Other Education	176953	54,996 31.1%	121,957 68.9%	37,721 21.3%	82,145 46.4%	7,014 4.0%	17,380 9.8%	5,974 3.4%	13,262 7.5%	3,350 1.9%	6,882 3.9%	937 0.8%	2,288 1.9%
Graduate Assistants	242740	112,186 46.2%	130,554 53.8%	77,660 32.0%	87,825 36.2%	6,262 2.6%	10,593 4.4%	10,601 4.4%	13,213 5.4%	14,461 6.0%	14,527 6.0%	3,202 2.5%	4,396 3.4%

U.S. Department of Education, National Center for Education Statistics, Integrated System (IPEDS), Spring 2019, Human Resources component, Fall Staff section.  
 (This table was prepared November 2019.)

**Table 314.40. Employees in degree-granting postsecondary institutions, by race/ethnicity, sex, employment status, control and level of institution, and primary occupation: Fall 2019**

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
			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>All institutions</b>	<b>3,958,330</b>	<b>2,529,849</b>	<b>1,043,778</b>	<b>29.2</b>	<b>382,525</b>	<b>317,240</b>	<b>262,916</b>	<b>7,737</b>	<b>19,722</b>	<b>53,638</b>	<b>171,762</b>	<b>212,941</b>
Faculty (instruction/research/public service)	1,548,726	1,067,786	342,021	24.3	108,273	83,945	123,550	2,723	6,897	16,633	78,618	60,301
Instruction	1,424,083	1,005,587	313,247	23.8	103,486	78,039	107,168	2,618	6,571	15,365	72,904	32,345
Research	93,567	41,260	20,566	33.3	2,328	4,171	12,910	66	191	900	4,662	27,079
Public service	31,076	20,939	8,208	28.2	2,459	1,735	3,472	39	135	368	1,052	877
Graduate assistants	384,733	165,485	77,255	31.8	16,855	23,814	27,728	326	934	7,598	20,531	121,462
Librarians, curators, and archivists	40,694	30,638	8,620	22.0	2,993	2,576	2,143	62	240	606	1,131	305
Student and academic affairs and other education services	186,234	119,866	57,087	32.3	24,394	19,236	8,266	597	1,369	3,225	7,051	2,230
Management	266,352	195,364	62,311	24.2	27,848	18,265	11,333	457	1,266	3,142	7,303	1,374
Business and financial operations	227,520	149,084	68,020	31.3	25,346	22,021	15,682	468	1,125	3,378	8,209	2,207
Computer, engineering, and science	242,069	153,809	66,035	30.0	15,753	17,972	27,394	398	1,017	3,501	8,367	13,858
Community, social service, legal, arts, design, entertainment, sports, and media	192,819	134,270	49,437	26.9	22,292	16,139	6,105	607	1,009	3,285	7,736	1,376
Healthcare practitioners and technicians	115,116	70,238	35,082	33.3	11,803	9,191	12,050	151	366	1,521	6,346	3,450
Service occupations	242,402	123,161	107,169	46.5	52,828	39,591	9,115	740	2,039	2,856	9,689	2,383
Sales and related occupations	12,200	7,220	4,319	37.4	2,037	1,418	415	42	72	335	614	47
Office and administrative support	407,266	248,741	142,365	36.4	61,491	53,508	17,107	974	2,603	6,682	12,733	3,427
Natural resources, construction, and maintenance	73,277	52,245	17,869	25.5	7,525	7,419	1,471	155	616	683	2,719	444
Production, transportation, and material moving	18,922	11,942	6,188	34.1	3,087	2,145	557	37	169	193	715	77
<b>Males</b>	<b>1,770,211</b>	<b>1,136,671</b>	<b>427,457</b>	<b>27.3</b>	<b>141,504</b>	<b>130,146</b>	<b>122,946</b>	<b>3,494</b>	<b>8,313</b>	<b>21,054</b>	<b>80,347</b>	<b>125,736</b>
Faculty (instruction/research/public service)	768,434	532,480	160,684	23.2	42,176	40,665	66,213	1,318	3,175	7,137	38,373	36,897
Instruction	701,101	500,133	146,529	22.7	40,446	37,937	57,232	1,270	3,046	6,598	35,470	18,969
Research	52,589	22,241	10,523	32.1	892	1,908	7,225	30	78	390	2,403	17,422
Public service	14,744	10,106	3,632	26.4	838	820	1,756	18	51	149	500	506
Graduate assistants	195,335	77,660	34,526	30.8	6,262	10,601	13,929	149	383	3,202	10,216	72,933
Librarians, curators, and archivists	12,109	9,256	2,375	20.4	722	876	557	15	55	150	367	111
Student and academic affairs and other education services	58,407	37,721	17,275	31.4	7,014	5,974	2,673	260	417	937	2,431	980
Management	114,150	86,551	23,752	21.5	9,986	7,084	4,757	199	528	1,198	3,171	676
Business and financial operations	61,879	41,755	16,685	28.6	5,710	5,779	3,882	123	290	901	2,652	787
Computer, engineering, and science	144,981	96,078	35,604	27.0	8,366	10,488	13,856	276	599	2,019	5,005	8,294
Community, social service, legal, arts, design, entertainment, sports, and media	85,268	60,605	20,188	25.0	10,089	6,045	2,090	307	394	1,263	3,844	631
Healthcare practitioners and technicians	33,582	19,227	10,126	34.5	2,557	2,605	4,399	51	89	425	2,515	1,714
Service occupations	137,869	74,444	56,829	43.3	28,672	20,194	4,752	432	1,203	1,576	5,466	1,130
Sales and related occupations	4,121	2,484	1,411	36.2	666	473	123	15	26	108	207	19
Office and administrative support	71,410	39,959	27,201	40.5	10,433	10,758	3,967	184	464	1,395	3,060	1,190
Natural resources, construction, and maintenance	67,196	48,481	15,944	24.7	6,528	6,833	1,279	138	564	602	2,456	315
Production, transportation, and material moving	15,470	9,970	4,857	32.8	2,323	1,771	469	27	126	141	584	59
<b>Females</b>	<b>2,188,119</b>	<b>1,393,178</b>	<b>616,321</b>	<b>30.7</b>	<b>241,021</b>	<b>187,094</b>	<b>139,970</b>	<b>4,243</b>	<b>11,409</b>	<b>32,584</b>	<b>91,415</b>	<b>87,205</b>
Faculty (instruction/research/public service)	780,292	535,306	181,337	25.3	66,097	43,280	57,337	1,405	3,722	9,496	40,245	23,404
Instruction	722,982	505,454	166,718	24.8	63,040	40,102	49,936	1,348	3,525	8,767	37,434	13,376
Research	40,978	19,019	10,043	34.6	1,436	2,263	5,685	36	113	510	2,259	9,657

Public service	16,332	10,833	4,576	29.7	1,621	915	1,716	21	84	219	552	371
Graduate assistants	189,398	87,825	42,729	32.7	10,593	13,213	13,799	177	551	4,396	10,315	48,529
Librarians, curators, and archivists	28,585	21,382	6,245	22.6	2,271	1,700	1,586	47	185	456	764	194
Student and academic affairs and other education services	127,827	82,145	39,812	32.6	17,380	13,262	5,593	337	952	2,288	4,620	1,250
Management	152,202	108,813	38,559	26.2	17,862	11,181	6,576	258	738	1,944	4,132	698
Business and financial operations	165,641	107,329	51,335	32.4	19,636	16,242	11,800	345	835	2,477	5,557	1,420
Computer, engineering, and science	97,088	57,731	30,431	34.5	7,387	7,484	13,538	122	418	1,482	3,362	5,564
Community, social service, legal, arts, design, entertainment, sports, and media	107,551	73,665	29,249	28.4	12,203	10,094	4,015	300	615	2,022	3,892	745
Healthcare practitioners and technicians	81,534	51,011	24,956	32.9	9,246	6,586	7,651	100	277	1,096	3,831	1,736
Service occupations	104,533	48,717	50,340	50.8	24,156	19,397	4,363	308	836	1,280	4,223	1,253
Sales and related occupations	8,079	4,736	2,908	38.0	1,371	945	292	27	46	227	407	28
Office and administrative support	335,856	208,782	115,164	35.6	51,058	42,750	13,140	790	2,139	5,287	9,673	2,237
Natural resources, construction, and maintenance	6,081	3,764	1,925	33.8	997	586	192	17	52	81	263	129
Production, transportation, and material moving	3,452	1,972	1,331	40.3	764	374	88	10	43	52	131	18
<b>Full-time</b>	<b>2,590,550</b>	<b>1,696,237</b>	<b>732,873</b>	<b>30.2</b>	<b>270,047</b>	<b>223,785</b>	<b>186,344</b>	<b>5,193</b>	<b>13,571</b>	<b>33,933</b>	<b>84,638</b>	<b>76,802</b>
Faculty (instruction/research/public service)	843,750	573,912	191,964	25.1	47,197	43,253	88,306	1,196	3,340	8,672	26,626	51,248
Instruction	738,033	522,988	167,551	24.3	43,664	38,290	73,785	1,114	3,094	7,604	22,135	25,359
Research	81,895	34,884	18,187	34.3	2,020	3,594	11,590	51	151	781	3,725	25,099
Public service	23,822	16,040	6,226	28.0	1,513	1,369	2,931	31	95	287	766	790
Graduate assistants	†	†	†	†	†	†	†	†	†	†	†	†
Librarians, curators, and archivists	34,377	26,155	7,082	21.3	2,385	2,122	1,794	51	194	536	883	257
Student and academic affairs and other education services	128,073	82,644	40,089	32.7	17,266	13,191	5,772	480	1,016	2,364	3,997	1,343
Management	259,417	190,141	60,971	24.3	27,291	17,898	11,026	445	1,237	3,074	7,023	1,282
Business and financial operations	214,382	139,758	65,136	31.8	24,437	21,070	14,956	441	1,040	3,192	7,487	2,001
Computer, engineering, and science	224,109	142,814	61,070	30.0	14,493	16,391	25,634	360	943	3,249	7,452	12,773
Community, social service, legal, arts, design, entertainment, sports, and media	157,978	109,672	41,541	27.5	18,655	13,596	5,253	472	835	2,730	5,657	1,108
Healthcare practitioners and technicians	97,476	58,533	30,716	34.4	10,461	8,191	10,252	129	319	1,364	5,592	2,635
Service occupations	204,801	101,945	93,493	47.8	45,684	35,022	8,097	623	1,713	2,354	7,397	1,966
Sales and related occupations	9,852	5,751	3,713	39.2	1,781	1,234	335	36	62	265	375	13
Office and administrative support	331,757	205,629	115,026	35.9	50,943	42,721	13,062	795	2,154	5,351	9,247	1,855
Natural resources, construction, and maintenance	69,056	49,618	16,825	25.3	6,955	7,160	1,371	136	578	625	2,352	261
Production, transportation, and material moving	15,522	9,665	5,247	35.2	2,499	1,936	486	29	140	157	550	60
<b>Part-time</b>	<b>1,367,780</b>	<b>833,612</b>	<b>310,905</b>	<b>27.2</b>	<b>112,478</b>	<b>93,455</b>	<b>76,572</b>	<b>2,544</b>	<b>6,151</b>	<b>19,705</b>	<b>87,124</b>	<b>136,139</b>
Faculty (instruction/research/public service)	704,976	493,874	150,057	23.3	61,076	40,692	35,244	1,527	3,557	7,961	51,992	9,053
Instruction	686,050	482,599	145,696	23.2	59,822	39,749	33,383	1,504	3,477	7,761	50,769	6,986
Research	11,672	6,376	2,379	27.2	308	577	1,320	15	40	119	937	1,980
Public service	7,254	4,899	1,982	28.8	946	366	541	8	40	81	286	87
Graduate assistants	384,733	165,485	77,255	31.8	16,855	23,814	27,728	326	934	7,598	20,531	121,462
Librarians, curators, and archivists	6,317	4,483	1,538	25.5	608	454	349	11	46	70	248	48
Student and academic affairs and other education services	58,161	37,222	16,998	31.4	7,128	6,045	2,494	117	353	861	3,054	887
Management	6,935	5,223	1,340	20.4	557	367	307	12	29	68	280	92
Business and financial operations	13,138	9,326	2,884	23.6	909	951	726	27	85	186	722	206
Computer, engineering, and science	17,960	10,995	4,965	31.1	1,260	1,581	1,760	38	74	252	915	1,085
Community, social service, legal, arts, design, entertainment, sports, and media	34,841	24,598	7,896	24.3	3,637	2,543	852	135	174	555	2,079	268
Healthcare practitioners and technicians	17,640	11,705	4,366	27.2	1,342	1,000	1,798	22	47	157	754	815
Service occupations	37,601	21,216	13,676	39.2	7,144	4,569	1,018	117	326	502	2,292	417
Sales and related occupations	2,348	1,469	606	29.2	256	184	80	6	10	70	239	34
Office and administrative support	75,509	43,112	27,339	38.8	10,548	10,787	4,045	179	449	1,331	3,486	1,572



Natural resources, construction, and maintenance	4,221	2,627	1,044	28.4	570	259	100	19	38	58	367	183
Production, transportation, and material moving	3,400	2,277	941	29.2	588	209	71	8	29	36	165	17

	<b>2,062,708</b>	<b>1,281,804</b>	<b>543,059</b>	<b>29.8</b>	<b>186,576</b>	<b>166,587</b>	<b>148,955</b>	<b>3,122</b>	<b>10,926</b>	<b>26,893</b>	<b>85,308</b>	<b>152,537</b>
<b>Public 4-year</b>												
Faculty (instruction/research/public service)	684,301	461,101	153,718	25.0	39,640	37,204	66,139	848	3,174	6,713	31,248	38,234
Instruction	610,228	422,819	138,611	24.7	37,258	33,890	57,663	778	2,962	6,060	27,375	21,423
Research	57,159	26,051	11,529	30.7	1,241	2,533	7,098	45	129	483	3,327	16,252
Public service	16,914	12,231	3,578	22.6	1,141	781	1,378	25	83	170	546	559
Graduate assistants	299,229	130,461	58,890	31.1	13,060	18,919	20,372	241	804	5,494	15,371	94,507
Librarians, curators, and archivists	18,510	13,802	4,069	22.8	1,310	1,318	980	19	142	300	484	155
Student and academic affairs and other education services	75,977	48,716	23,136	32.2	9,468	8,026	3,581	192	617	1,252	2,842	1,283
Management	125,554	92,737	29,203	23.9	13,275	8,457	5,239	158	707	1,367	2,813	801
Business and financial operations	137,211	89,712	41,132	31.4	14,745	13,592	9,875	257	756	1,907	4,833	1,534
Computer, engineering, and science	151,494	98,173	38,581	28.2	8,610	10,707	16,366	203	632	2,063	5,164	9,576
Community, social service, legal, arts, design, entertainment, sports, and media	93,967	63,626	25,825	28.9	11,261	8,920	3,224	252	561	1,607	3,699	817
Healthcare practitioners and technicians	76,941	47,378	22,621	32.3	7,929	5,580	7,800	72	283	957	5,060	1,882
Service occupations	130,364	64,565	59,135	47.8	29,202	21,148	5,756	333	1,152	1,544	5,225	1,439
Sales and related occupations	2,782	1,853	673	26.6	263	230	95	10	23	52	224	32
Office and administrative support	205,615	127,240	70,449	35.6	31,036	26,252	8,186	421	1,501	3,053	5,963	1,963
Natural resources, construction, and maintenance	48,119	34,470	11,520	25.0	4,879	4,687	951	93	447	463	1,875	254
Production, transportation, and material moving	12,644	7,970	4,107	34.0	1,898	1,547	391	23	127	121	507	60
	<b>551,700</b>	<b>375,458</b>	<b>152,716</b>	<b>28.9</b>	<b>64,209</b>	<b>53,714</b>	<b>22,532</b>	<b>1,472</b>	<b>4,417</b>	<b>6,372</b>	<b>19,651</b>	<b>3,875</b>
<b>Public 2-year</b>												
Faculty (instruction/research/public service)	299,739	219,602	65,544	23.0	26,983	20,216	12,850	681	1,895	2,919	12,511	2,082
Instruction	296,397	217,458	64,479	22.9	26,281	20,031	12,746	679	1,859	2,883	12,437	2,023
Research	129	85	40	32.0	10	13	12	0	4	1	3	1
Public service	3,213	2,059	1,025	33.2	692	172	92	2	32	35	71	58
Graduate assistants	16	8	4	33.3	0	2	2	0	0	0	1	3
Librarians, curators, and archivists	5,273	3,818	1,320	25.7	527	458	220	13	52	50	119	16
Student and academic affairs and other education services	49,271	31,028	16,360	34.5	6,881	6,130	1,913	171	499	766	1,677	206
Management	31,721	22,300	8,653	28.0	4,456	2,687	863	68	268	311	672	96
Business and financial operations	16,560	10,295	5,782	36.0	2,494	2,089	781	40	140	238	382	101
Computer, engineering, and science	14,968	9,938	4,575	31.5	1,374	1,699	1,111	52	142	197	347	108
Community, social service, legal, arts, design, entertainment, sports, and media	23,140	14,599	7,738	34.6	3,680	2,719	659	107	228	345	693	110
Healthcare practitioners and technicians	1,541	1,185	266	18.3	93	94	40	3	15	21	84	6
Service occupations	31,636	16,850	13,471	44.4	6,568	5,226	787	103	441	346	987	328
Sales and related occupations	1,575	1,188	365	23.5	145	120	51	2	22	25	21	1
Office and administrative support	69,294	39,813	26,696	40.1	10,168	11,506	3,098	213	619	1,092	2,005	780
Natural resources, construction, and maintenance	5,726	4,017	1,562	28.0	659	631	125	17	78	52	110	37
Production, transportation, and material moving	1,240	817	380	31.7	181	137	32	2	18	10	42	1
	<b>1,224,093</b>	<b>803,622</b>	<b>306,161</b>	<b>27.6</b>	<b>113,069</b>	<b>84,567</b>	<b>85,141</b>	<b>2,606</b>	<b>3,571</b>	<b>17,207</b>	<b>58,056</b>	<b>56,254</b>
<b>Private nonprofit 4-year</b>												
Faculty (instruction/research/public service)	492,521	343,834	100,382	22.6	30,713	21,208	40,766	900	1,379	5,416	28,419	19,886
Instruction	445,390	322,100	87,821	21.4	29,016	18,811	32,982	867	1,304	4,841	26,669	8,800
Research	36,210	15,093	8,962	37.3	1,071	1,616	5,786	21	56	412	1,329	10,826
Public service	10,921	6,641	3,599	35.1	626	781	1,998	12	19	163	421	260
Graduate assistants	85,125	34,864	18,217	34.3	3,726	4,865	7,326	84	130	2,086	5,098	26,946
Librarians, curators, and archivists	16,024	12,418	2,986	19.4	1,075	714	894	25	39	239	489	131
Student and academic affairs and other education services	49,581	34,196	12,752	27.2	5,930	3,481	2,146	154	174	867	1,905	728
Management	99,652	74,164	21,569	22.5	8,980	6,164	4,759	192	243	1,231	3,452	467
Business and financial operations	69,574	46,673	19,574	29.5	7,619	5,755	4,743	160	181	1,116	2,768	559
Computer, engineering, and science	73,979	44,794	22,335	33.3	5,656	5,380	9,760	135	228	1,176	2,757	4,093

Community, social service, legal, arts, design, entertainment, sports, and media	72,496	54,021	14,803	21.5	6,902	4,195	2,074	242	202	1,188	3,226	446
Healthcare practitioners and technicians	36,325	21,506	12,078	36.0	3,757	3,491	4,162	74	64	530	1,179	1,562
Service occupations	78,055	40,806	33,262	44.9	16,569	12,590	2,502	284	414	903	3,381	606
Sales and related occupations	3,662	2,409	1,079	30.9	395	430	132	15	4	103	163	11
Office and administrative support	123,302	77,319	40,982	34.6	18,818	13,949	5,381	290	407	2,137	4,351	650
Natural resources, construction, and maintenance	18,908	13,526	4,521	25.1	1,941	1,913	381	43	82	161	708	153
Production, transportation, and material moving	4,889	3,092	1,621	34.4	988	432	115	8	24	54	160	16
<b>Private nonprofit 2-year</b>	<b>7,312</b>	<b>4,486</b>	<b>2,479</b>	<b>35.6</b>	<b>1,492</b>	<b>526</b>	<b>143</b>	<b>60</b>	<b>155</b>	<b>103</b>	<b>334</b>	<b>13</b>
Faculty (instruction/research/public service)	3,296	2,250	936	29.4	588	135	61	52	57	43	101	9
Instruction	3,287	2,245	932	29.3	588	133	61	52	55	43	101	9
Research	6	4	2	33.3	0	1	0	0	1	0	0	0
Public service	3	1	2	66.7	0	1	0	0	1	0	0	0
Graduate assistants	0	0	0	†	0	0	0	0	0	0	0	0
Librarians, curators, and archivists	92	72	16	18.2	7	3	1	0	4	1	3	1
Student and academic affairs and other education services	1,394	615	677	52.4	406	182	33	2	23	31	101	1
Management	729	498	192	27.8	104	41	19	2	18	8	37	2
Business and financial operations	220	140	73	34.3	29	20	7	1	11	5	7	0
Computer, engineering, and science	130	81	35	30.2	10	10	8	0	5	2	14	0
Community, social service, legal, arts, design, entertainment, sports, and media	206	154	52	25.2	35	11	1	0	4	1	0	0
Healthcare practitioners and technicians	26	23	3	11.5	2	1	0	0	0	0	0	0
Service occupations	201	91	108	54.3	63	31	0	1	13	0	2	0
Sales and related occupations	443	186	211	53.1	148	52	5	1	0	5	46	0
Office and administrative support	524	346	165	32.3	95	37	8	1	17	7	13	0
Natural resources, construction, and maintenance	47	27	10	27.0	4	3	0	0	3	0	10	0
Production, transportation, and material moving	4	3	1	25.0	1	0	0	0	0	0	0	0
<b>Private for-profit 4-year</b>	<b>90,655</b>	<b>52,807</b>	<b>30,027</b>	<b>36.2</b>	<b>13,115</b>	<b>8,440</b>	<b>5,143</b>	<b>377</b>	<b>518</b>	<b>2,434</b>	<b>7,634</b>	<b>187</b>
Faculty (instruction/research/public service)	56,837	34,185	16,769	32.9	8,181	3,721	3,146	200	313	1,208	5,828	55
Instruction	56,788	34,163	16,752	32.9	8,181	3,718	3,132	200	313	1,208	5,818	55
Research	30	17	13	43.3	0	3	10	0	0	0	0	0
Public service	19	5	4	44.4	0	0	4	0	0	0	10	0
Graduate assistants	363	152	144	48.6	69	28	28	1	0	18	61	6
Librarians, curators, and archivists	660	435	189	30.3	54	68	45	5	3	14	34	2
Student and academic affairs and other education services	8,012	4,289	3,278	43.3	1,367	1,073	484	68	44	242	443	2
Management	6,313	4,260	1,777	29.4	608	598	354	26	21	170	269	7
Business and financial operations	3,089	1,830	1,055	36.6	330	365	237	5	32	86	198	6
Computer, engineering, and science	1,312	714	444	38.3	86	149	135	6	9	59	76	78
Community, social service, legal, arts, design, entertainment, sports, and media	2,895	1,827	949	34.2	401	250	141	5	13	139	117	2
Healthcare practitioners and technicians	228	122	84	40.8	7	15	43	2	4	13	22	0
Service occupations	1,759	659	1,017	60.7	357	518	57	15	17	53	82	1
Sales and related occupations	2,597	1,135	1,331	54.0	783	323	90	9	17	109	131	0
Office and administrative support	6,100	3,007	2,712	47.4	830	1,149	353	29	42	309	353	28
Natural resources, construction, and maintenance	352	134	204	60.4	26	155	12	2	3	6	14	0
Production, transportation, and material moving	138	58	74	56.1	16	28	18	4	0	8	6	0
<b>Private for-profit 2-year</b>	<b>21,862</b>	<b>11,672</b>	<b>9,336</b>	<b>44.4</b>	<b>4,064</b>	<b>3,406</b>	<b>1,002</b>	<b>100</b>	<b>135</b>	<b>629</b>	<b>779</b>	<b>75</b>
Faculty (instruction/research/public service)	12,032	6,814	4,672	40.7	2,168	1,461	588	42	79	334	511	35
Instruction	11,993	6,802	4,652	40.6	2,162	1,456	584	42	78	330	504	35
Research	33	10	20	66.7	6	5	4	0	1	4	3	0
Public service	6	2	0	†	0	0	0	0	0	0	4	0

Graduate assistants	0	0	0	†	0	0	0	0	0	0	0	0
Librarians, curators, and archivists	135	93	40	30.1	20	15	3	0	0	2	2	0
Student and academic affairs and other education services	1,999	1,022	884	46.4	342	344	109	10	12	67	83	10
Management	2,383	1,405	917	39.5	425	318	99	11	9	55	60	1
Business and financial operations	866	434	404	48.2	129	200	39	5	5	26	21	7
Computer, engineering, and science	186	109	65	37.4	17	27	14	2	1	4	9	3
Community, social service, legal, arts, design, entertainment, sports, and media	115	43	70	61.9	13	44	6	1	1	5	1	1
Healthcare practitioners and technicians	55	24	30	55.6	15	10	5	0	0	0	1	0
Service occupations	387	190	176	48.1	69	78	13	4	2	10	12	9
Sales and related occupations	1,141	449	660	59.5	303	263	42	5	6	41	29	3
Office and administrative support	2,431	1,016	1,361	57.3	544	615	81	20	17	84	48	6
Natural resources, construction, and maintenance	125	71	52	42.3	16	30	2	0	3	1	2	0
Production, transportation, and material moving	7	2	5	71.4	3	1	1	0	0	0	0	0

†Not applicable.

\1\Race/ethnicity not collected.

\2\Combined total of staff who were Black, Hispanic, Asian, Pacific Islander, American Indian/Alaska Native, and of Two or more races as a percentage of total  
 NOTE: Data in this table represent the 50 states and the District of Columbia. Degree-granting institutions grant associate's or higher degrees and participate in Title IV federal financial aid programs. By definition, all graduate assistants are part time. Race categories exclude persons of Hispanic ethnicity.  
 SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Spring 2020, Human Resources component, Fall Staff section. (This table was prepared March 2021.)

**Table 322.20. Bachelor's degrees conferred by postsecondary institutions, by race/ethnicity and sex of student: Selected years, 1976-77 through 2017-18**

Year and sex	Number of degrees conferred to U.S. citizens, permanent residents, and nonresident aliens								Percentage distribution of degrees conferred to U.S. citizens and permanent residents						
	Total	White	Black	Hispanic	Asian/Pacific Islander	American Indian/Alaska Native	Two or more races\1\	Non-resident alien	Total	White	Black	Hispanic	Asian/Pacific Islander	American Indian/Alaska Native	Two or more races\1\
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Total</b>															
2017-18 ....	1,980,644	1,189,619	195,014	267,065	150,999	9,157	70,553	98,237	100.0	63.2	10.4	14.2	8.0	0.5	3.7
<b>Males</b>															
2017-18 ....	844,960	516,621	70,316	104,926	68,196	3,506	28,868	52,527	100.0	65.2	8.9	13.2	8.6	0.4	3.6
<b>Females</b>															
2017-18 ....	1,135,684	672,998	124,698	162,139	82,803	5,651	41,685	45,710	100.0	61.7	11.4	14.9	7.6	0.5	3.8

---Not available.

\1\For years prior to 2010-11, the survey did not yet include the "Two or more races" category, and each student could be counted in only one race category.

\2\Excludes 1,121 males and 528 females whose racial/ethnic group was not available.

\3\Excludes 258 males and 82 females whose racial/ethnic group was not available.

NOTE: Data are for postsecondary institutions participating in Title IV federal financial aid programs. Race categories exclude persons of Hispanic ethnicity. For 1989-90 and later years, reported racial/ethnic distributions of students by level of degree, field of degree, and sex were used to estimate race/ethnicity for students whose race/ethnicity was not reported. Detail may not sum to totals because of rounding. Some data have been revised from previously published figures. SOURCE: U.S. Department of Education, National Center for Education Statistics, Higher Education General Information Survey (HEGIS), "Degrees and Other Formal Awards Conferred" surveys, 1976-77 and 1980-81; Integrated Postsecondary Education Data System (IPEDS), "Completions Survey" (IPEDS-C:90-99); and IPEDS Fall 2000 through Fall 2018, Completions component. (This table was prepared October 2019.)

**Table 323.20. Master's degrees conferred by postsecondary institutions, by race/ethnicity and sex of student: Selected years, 1976-77 through 2018-19**

Year and sex	Number of degrees conferred to U.S. citizens, permanent residents, and nonresident aliens								Percentage distribution of degrees conferred to U.S. citizens and permanent residents							
	Total	White	Black	Hispanic	Asian/Pacific Islander	American Indian/Alaska Native	Two or more races\1\	Non-resident alien	Total	White	Black	Hispanic	Asian/Pacific Islander	American Indian/Alaska Native	Two or more races\1\	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
<b>Total</b>																
2018-19	833,706	447,425	93,126	78,874	52,222	3,453	20,516	138,090	100.0	64.3	13.4	11.3	7.5	0.5	2.9	
<b>Males</b>																
2018-19	326,186	165,374	27,599	27,359	21,915	1,100	7,495	75,344	100.0	65.9	11.0	10.9	8.7	0.4	3.0	
<b>Females</b>																
2018-19	507,520	282,051	65,527	51,515	30,307	2,353	13,021	62,746	100.0	63.4	14.7	11.6	6.8	0.5	2.9	
Total	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF						
695,616	165,374	282,051	27,599	65,527	27,359		51,515	23,015	32,660	7,495	13,021					

---Not available.

\1\For years prior to 2010-11, the survey did not yet include the "Two or more races" category, and each student could be counted in only one race category.

\2\Excludes 387 males and 175 females whose racial/ethnic group was not available.

\3\Excludes 1,377 males and 179 females whose racial/ethnic group was not available.

NOTE: Data in this table represent the 50 states and the District of Columbia. Data are for postsecondary institutions participating in Title IV federal financial aid programs. Race categories exclude persons of Hispanic ethnicity. For 1989-90 and later years, reported racial/ethnic distributions of students by level of degree, field of study, and sex were used to estimate race/ethnicity for students whose race/ethnicity was not reported. Detail may not sum to totals because of rounding. Some data have been revised from previously published figures.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Higher Education General Information Survey (HEGIS), "Degrees and Other Formal Awards Conferred" surveys, 1976-77 and 1980-81; Integrated Postsecondary Education Data System (IPEDS), "Completions Survey" (IPEDS-C:91); and IPEDS Fall 2000 through Fall 2019, Completions component. (This table was prepared June 2020.)

Section 46a-68-85  
Utilization Analysis &  
Hiring and Promotion Goals

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES  
AFFIRMATIVE ACTION PLAN  
UTILIZATION ANALYSIS AND HIRING AND PROMOTIONAL GOALS  
SECTION 46a-68-85**

This section was in compliance in the last Affirmative Action Plan submission.

**Subsection (a)**

To determine whether protected classes are fully and fairly utilized, the representation of protected group populations in the workforce shall be compared to the availability of such persons for employment. Comparisons between the CSCU System Office'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 CSCU's System Office workforce. The CSCU System Office 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.



**CONNECTICUT STATE COLLEGES AND UNIVERSITIES  
AFFIRMATIVE ACTION PLAN  
UTILIZATION ANALYSIS AND HIRING AND PROMOTIONAL GOALS  
SECTION 46a-68-85**

**HIRING GOALS**

**Executive/Administrative/Managerial**

1HF, 1AM, 1AF

**Professional**

4WF, 1HM, 3AM, 1TM, 1TF

**Secretarial Clerical**

3WF, 1AF

**Technical Paraprofessional**

6WF, 1HM

**PROMOTION GOALS AND TIMETABLES**

**Executive/Administrative/Managerial**

No promotional goals were established

**Professional**

No promotional goals were established

**Secretarial Clerical**

No promotional goals were established

**Technical Paraprofessional**

No promotional goals were established

**CT State Colleges and Universities System Office**

**UTILIZATION ANALYSIS**

AGENCY: CT State Colleges and Universities System Office      REPORTING DATE: 2/28/2022  
 CATEGORY OR CLASS: EEO1 -EXECUTIVE      LABOR MARKET AREA: STATEWIDE/NATIONAL  
 POSITION CLASSIFICATION (25+): All titles

	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%	39.5%	42.1%	2.6%	5.3%	5.3%	2.6%	2.6%	0.0%	0.0%	0.0%	A	
WORKFORCE PARITY %	100.1	47.6	52.5	36.8	39.8	3.3	5.1	3.5	4.5	3.7	2.9	0.7	0.9	B	
WORKFORCE NOS.	38	19	19	15	16	1	2	2	1	1	0	0	0	C	
WORKFORCE PARITY NOS.		18.1	20.0	14.0	15.1	1.3	1.9	1.3	1.7	1.4	1.1	0.3	0.3	D	
NET UTILIZATION (+/-)		0.9	-1.0	1.0	0.9	-0.3	0.1	0.7	-0.7	-0.4	-1.1	-0.3	-0.3	E	
PREVIOUS UTILIZATION		2.3	-2.3	2.7	-2.5	0.4	1.0	-0.4	-0.6	-0.3	-0.4	0.0	0.0	F	
*** Enter line E from previous filing															
HIRING GOALS	PREVIOUS PLAN GOALS	5	1	4	0	3	0	0	1	1	0	0	0	0	G
	CURRENT PLAN HIRES	24	12	12	8	10	1	1	2	1	1	0	0	0	H
	CURRENT PLAN GOALS	3	1	2	0	0	0	0	0	1	1	1	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	3	2	1	2	1	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	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	0	M
	CURRENT PLAN PROMOTIONS	0	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	0	O
<b>NOTE:</b>															

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

**CT State Colleges and Universities System Office**

**UTILIZATION ANALYSIS**

AGENCY: CT State Colleges and Universities System Office  
 CATEGORY OR CLASS: Professional Non-Faculty  
 POSITION CLASSIFICATION (25+): All Remaining Titles

REPORTING DATE: 2/28/2022  
 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%	40.1%	59.9%	32.7%	39.5%	4.1%	9.5%	2.7%	6.1%	0.7%	4.1%	0.0%	0.7%	A	
WORKFORCE PARITY %	100.0	45.4	54.6	35.3	39.5	3.3	5.5	3.2	4.8	3.0	3.9	0.6	1.0	B	
WORKFORCE NOS.	147	59	88	48	58	6	14	4	9	1	6	0	1	C	
WORKFORCE PARITY NOS.		66.7	80.3	51.9	58.1	4.9	8.1	4.7	7.1	4.4	5.7	0.9	1.5	D	
NET UTILIZATION (+/-)		-7.7	7.7	-3.9	-0.1	1.1	5.9	-0.7	1.9	-3.4	0.3	-0.9	-0.5	E	
PREVIOUS UTILIZATION		1.6	-1.6	3.8	-2.0	2.4	-0.4	-2.5	-2.0	-2.0	2.8	0.0	0.0	F	
*** Enter line E from previous filing															
HIRING GOALS	PREVIOUS PLAN GOALS	9	5	4	0	2	0	0	3	2	2	0	0	0	G
	CURRENT PLAN HIRES*	66	16	50	11	30	2	9	3	8	0	2	0	1	H
	CURRENT PLAN GOALS	10	9	1	4	0	0	0	1	0	3	0	1	1	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	1	0	1	0	1	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	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	0	M
	CURRENT PLAN PROMOTIONS	0	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	0	O

**NOTE: Hiros includes employees who were transferred in from other campuses (regions)**

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

**CT State Colleges and Universities System Office**

**UTILIZATION ANALYSIS**

AGENCY: CT State Colleges and Universities System Office  
 CATEGORY OR CLASS: Administrative/Clerical  
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 2/28/2022  
 LABOR MARKET AREA: Hartford County

	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%	11.8%	88.2%	5.9%	52.9%	5.9%	17.6%	0.0%	17.6%	0.0%	0.0%	0.0%	0.0%	A
WORKFORCE PARITY %	100.0	5.4	94.6	3.5	71.9	0.5	7.4	0.8	11.0	0.6	2.3	0.2	2.0	B
WORKFORCE NOS.	17	2	15	1	9	1	3	0	3	0	0	0	0	C
WORKFORCE PARITY NOS.		0.9	16.1	0.6	12.2	0.1	1.3	0.1	1.9	0.1	0.4	0.0	0.3	D
NET UTILIZATION (+/-)		1.1	-1.1	0.4	-3.2	0.9	1.7	-0.1	1.1	-0.1	-0.4	0.0	-0.3	E
PREVIOUS UTILIZATION		-0.9	0.9	-0.6	0.3	-0.2	1.7	-0.1	-0.9	0.0	-0.2	0.0	0.0	F
*** Enter line E from previous filing														
HIRING GOALS	PREVIOUS PLAN GOALS	3	2	1	1	0	1	0	0	1	0	0	0	G
	CURRENT PLAN HIRES	11	2	9	1	5	1	1	0	3	0	0	0	H
	CURRENT PLAN GOALS	4	0	4	0	3	0	0	0	0	0	1	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:**

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

**CT State Colleges and Universities System Office**

**UTILIZATION ANALYSIS**

AGENCY: CT State Colleges and Universities System Office  
 CATEGORY OR CLASS: Paraprofessional  
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 2/28/2022  
 LABOR MARKET AREA: Hartford County

	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%	37.5%	62.5%	25.0%	25.0%	0.0%	18.8%	0.0%	12.5%	6.3%	6.3%	6.3%	0.0%
WORKFORCE PARITY %	100.0	19.2	80.8	14.6	60.4	1.2	8.3	2.3	8.6	1.1	2.4	0.0	1.2
WORKFORCE NOS.	16	6	10	4	4	0	3	0	2	1	1	1	0
WORKFORCE PARITY NOS.		3.1	12.9	2.3	9.7	0.2	1.3	0.4	1.4	0.2	0.4	0.0	0.2
NET UTILIZATION (+/-)		2.9	-2.9	1.7	-5.7	-0.2	1.7	-0.4	0.6	0.8	0.6	1.0	-0.2
PREVIOUS UTILIZATION		-0.3	0.3	0.0	0.3	-0.1	-0.6	-0.1	0.6	-0.1	-0.1	0.0	0.0
*** Enter line E from previous filing													
HIRING GOALS	PREVIOUS PLAN GOALS	1	0	1	0	0	0	1	0	0	0	0	0
	CURRENT PLAN HIRES	14	5	9	3	3	0	3	0	2	1	1	0
	CURRENT PLAN GOALS	7	1	6	0	6	0	0	1	0	0	0	0
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	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
	CURRENT PLAN GOALS	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
	CURRENT PLAN PROMOTIONS	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

**NOTE:**

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

Section 46a-68-86  
Employment Analyses

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**EMPLOYMENT ANALYSES**  
**SECTION 46a-68-86**

This section was in Compliance in the last Affirmative Action Plan. Per the Commission's recommendation, the CSCU has submitted personnel evaluations for each year evaluated.

The Connecticut State Colleges and Universities (CSCU) 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 CSCU has performed the following analyses:

- 1.) The CSCU System Office conducted 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 are also analyzed. The Applicant Flow Analysis tracks applicants through the hiring or promotional process to identify the step at which they were no longer candidates for employment. Please note that at the CSCU System Office many applicants maintain their race and sex confidential and for this reason many candidates on the Applicant Flow chart are recorded as either unknown male, unknown female and unknown unknown (if the sex is not provided). On the charts, the Total Male Column is adding the unknown males and the Total Female Column is adding the unknown females. The Grand Total Column is adding the additional unknown race and sex applicants since they cannot be added directly to the Total Male or Total Female Columns because it was not known if they were male or female but needed to be included into the Grand Total to show all applicants. Information is also provided for all reductions in the workforce on the Employment Process Analysis form.
- 3.) The CSCU System Office provides information by occupational category on all matters involving personnel evaluations, discipline or other reductions in workforce.

Evaluations of Executive/Administrative/Managerial Faculty and Professional employees are scheduled in accordance with evaluation procedures for management staff and for bargaining unit members through the collective bargaining agreement.

Classified staff members are to be evaluated annually.

The attached charts reflect evaluations performed during this reporting period.

**CT State Colleges and Universities System Office**

**EMPLOYMENT PROCESS ANALYSIS**

OCCUPATIONAL CATEGORY: Executive

DATE: February 28, 2022

POSITION OR POSITION CLASSIFICATION: All titles

LABOR MARKET AREA: Statewide/National

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	38	19	19	15	16	1	2	2	1	1	0	0	0
Workforce Number Prior Filing	17	11	6	10	4	1	2	0	0	0	0	0	0
Net Change(+or-)	21	8	13	5	12	0	0	2	1	1	0	0	0
Hires (including PT to FT)	24	12	12	8	10	1	1	2	1	1	0	0	0
PROMO INTO CATEGORY / CLASS	4	2	2	2	2	0	0	0	0	0	0	0	0
TRANSFER INTO	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>28</b>	<b>14</b>	<b>14</b>	<b>10</b>	<b>12</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</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
DATA CORRECTION**	1	1	0	1	0	0	0	0	0	0	0	0	0
RETIREMENTS	3	2	1	2	0	0	1	0	0	0	0	0	0
TRANSFER OUTSIDE OF REGION WITHIN CSCU	3	3	0	2	0	1	0	0	0	0	0	0	0
<b>TOTAL REDUCTIONS</b>	<b>7</b>	<b>6</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>1</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:**

**\*\*EMPLOYEE SERVING IN INTERIM ROLE COUNTED AS PERMANENT IN PREVIOUS WORKFORCE, THIS HAS BEEN ADJUSTED IN THIS SUBMISSION\*\*.**



**CT State Colleges and Universities System Office**

**EMPLOYMENT PROCESS ANALYSIS**

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

DATE: February 28, 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	147	59	88	48	58	6	14	4	9	1	6	0	1
Workforce Number Prior Filing	108	58	50	50	37	6	5	1	2	1	6	0	0
Net Change(+or-)	39	1	38	-2	21	0	9	3	7	0	0	0	1
HIRES (incl. Pt to Ft)	45	13	32	8	15	2	8	3	7	0	1	0	1
PROMO INTO CATEGORY / CLASS	1	0	1	0	1	0	0	0	0	0	0	0	0
HIRE (XFER TO SYSTEM OFFICE/CONSOLIDATION)	21	3	18	3	15	0	1	0	1	0	1	0	0
DATA Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
RACE CHANGE	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL INCREASES</b>	<b>67</b>	<b>16</b>	<b>51</b>	<b>11</b>	<b>31</b>	<b>2</b>	<b>9</b>	<b>3</b>	<b>8</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>
LAYOFF	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	5	3	2	3	0	0	0	0	1	0	1	0	0
RETIREMENTS	15	8	7	7	6	1	0	0	0	0	1	0	0
JOB CATEGORY MOVED to EXECUTIVE**	0	0	0	0	0	0	0	0	0	0	0	0	0
TERMINATION	1	1	0	0	0	1	0	0	0	0	0	0	0
TRANSFER OUT OF REGION (Different AA Plan)	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	6	3	3	3	3	0	0	0	0	0	0	0	0
DATA Correction***	1	0	1	0	1	0	0	0	0	0	0	0	0
<b>TOTAL REDUCTIONS</b>	<b>28</b>	<b>15</b>	<b>13</b>	<b>13</b>	<b>10</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

Note: \*\*Temporary employee erroneously counted as permanent in previous plan.

**CT State Colleges and Universities System Office**

**EMPLOYMENT PROCESS ANALYSIS**

OCCUPATIONAL CATEGORY: Administrative/Clerical

DATE: February 28, 2022

POSITION OR POSITION CLASSIFICATION: All Titles

LABOR MARKET AREA: Hartford County

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	17	2	15	1	9	1	3	0	3	0	0	0	0
Workforce Number Prior Filing	8	0	8	0	5	0	3	0	0	0	0	0	0
Net Change(+or-)	9	2	7	1	4	1	0	0	3	0	0	0	0
Hires (including PT to FT)	2	0	2	0	1	0	0	0	1	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
HIRE (XFER TO SYSTEM OFFICE/CONSOLIDATION)	9	2	7	1	4	1	1	0	2	0	0	0	0
Data Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL INCREASES</b>	<b>11</b>	<b>2</b>	<b>9</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</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	1	0	1	0	1	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	0	0	1	0	0	0	0	0	0
TRANSFER OUT TO OTHER REGION	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL REDUCTIONS</b>	<b>2</b>	<b>0</b>	<b>2</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>
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

**NOTES:**

**CT State Colleges and Universities System Office**

**EMPLOYMENT PROCESS ANALYSIS**

OCCUPATIONAL CATEGORY: Paraprofessional  
 POSITION OR POSITION CLASSIFICATION: All Titles  
 LABOR MARKET AREA: Hartford County

DATE: February 28, 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	16	6	10	4	4	0	3	0	2	1	1	1	0
Workforce Number Prior Filing	4	1	3	1	2	0	0	0	1	0	0	0	0
Net Change(+or-)	12	5	7	3	2	0	3	0	1	1	1	1	0
Hires (including PT to FT)	6	2	4	1	0	0	1	0	2	1	1	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
HIRE(XFER TO SYSTEM OFFICE)	8	3	5	2	3	0	2	0	0	0	0	1	0
Data Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL INCREASES</b>	<b>14</b>	<b>5</b>	<b>9</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</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	1	0	1	0	1	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	0	0	0	0	1	0	0	0	0
Data Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL REDUCTIONS</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</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:**

**CT State Colleges and Universities System Office  
APPLICANT FLOW ANALYSIS - HIRES**

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

**DATE:** February 28, 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	5	2	3	2	2	0	0	0	0	0	1	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	569	283	256	155	137	48	50	23	29	22	12	9	4	26	24	30	F
<b>TOTAL APPLICANTS</b>	<b>574</b>	<b>285</b>	<b>259</b>	<b>157</b>	<b>139</b>	<b>48</b>	<b>50</b>	<b>23</b>	<b>29</b>	<b>22</b>	<b>13</b>	<b>9</b>	<b>4</b>	<b>26</b>	<b>24</b>	<b>30</b>	<b>G</b>
TOTAL REJECTED APPLICANTS	386	201	162	109	77	37	33	10	19	17	11	7	3	21	19	23	H
TOTAL QUALIFIED APPLICANTS	<b>188</b>	<b>84</b>	<b>97</b>	<b>48</b>	<b>62</b>	<b>11</b>	<b>17</b>	<b>13</b>	<b>10</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>7</b>	<b>I</b>
WITHDRAWAL	7	5	1	2	0	2	1	1	0	0	0	0	0	0	0	1	L
TOTAL INTERVIEWED	123	44	75	27	50	4	11	8	8	3	1	0	1	2	4	4	O
Not offered Position	99	32	63	19	40	3	10	6	7	2	1	0	1	2	4	4	P
Offered Position	24	12	12	8	10	1	1	2	1	1	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
<b>TOTAL ACCESSIONS*</b>	<b>24</b>	<b>12</b>	<b>12</b>	<b>8</b>	<b>10</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>S</b>

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

**CT State Colleges and Universities System Office  
APPLICANT FLOW ANALYSIS - PROMO**

There were no promotions during the reporting period

OCCUPATIONAL CATEGORY: **Executive**

DATE: **February 28, 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	4	2	2	2	2	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	4	2	2	2	2	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
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	4	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	4	2	2	2	2	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	4	2	2	2	2	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*	4	2	2	2	2	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

**CT State Colleges and Universities System Office  
APPLICANT FLOW ANALYSIS - HIRES**

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

**DATE:** February 28, 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	25	4	21	4	16	0	2	0	1	0	1	0	1	0	0	0	A
Outside agency	1209	448	654	287	317	63	124	34	87	13	31	14	17	37	78	107	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
<b>TOTAL APPLICANTS</b>	<b>1234</b>	<b>452</b>	<b>675</b>	<b>291</b>	<b>333</b>	<b>63</b>	<b>126</b>	<b>34</b>	<b>88</b>	<b>13</b>	<b>32</b>	<b>14</b>	<b>18</b>	<b>37</b>	<b>78</b>	<b>107</b>	G
TOTAL REJECTED APPLICANTS	914	356	468	227	214	55	85	22	67	9	21	14	16	29	65	90	H
TOTAL QUALIFIED APPLICANTS	<b>320</b>	<b>96</b>	<b>207</b>	<b>64</b>	<b>119</b>	<b>8</b>	<b>41</b>	<b>12</b>	<b>21</b>	<b>4</b>	<b>11</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>13</b>	<b>17</b>	I
WITHDRAWAL	18	5	13	3	10	0	1	1	1	0	1	0	0	1	0	0	L
TOTAL INTERVIEWED	291	88	187	58	104	8	40	11	19	4	10	0	1	7	13	16	O
Not offered Position	219	68	135	45	72	6	31	7	11	3	8	0	0	7	13	16	P
Offered Position	72	20	52	13	32	2	9	4	8	1	2	0	1	0	0	0	Q
Refused Position	6	4	2	2	2	0	0	1	0	1	0	0	0	0	0	0	R
<b>TOTAL ACCESSIONS*</b>	<b>66</b>	<b>16</b>	<b>50</b>	<b>11</b>	<b>30</b>	<b>2</b>	<b>9</b>	<b>3</b>	<b>8</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	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.  
 \*This hires applicant flow does not account for the promotion that occurred in the guided pathways search (1WM applicant and accession). This singular promotion is accounted for on the promotions applicant flow chart. Summary - the total professional applicant pool is 743 hire applicants + 1 promotion applicant = 745

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

**CT State Colleges and Universities System Office  
 APPLICANT FLOW ANALYSIS - PROMOTIONS**

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

**DATE:** February 28, 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	1	0	1	0	1	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
<b>TOTAL APPLICANTS</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
<b>TOTAL REJECTED APPLICANTS</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>H</b>
<b>TOTAL QUALIFIED APPLICANTS</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>I</b>
<b>WTIHDRAWAL</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>L</b>
<b>TOTAL INTERVIEWED</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>O</b>
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	1	0	1	0	1	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
<b>TOTAL ACCESSIONS*</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>S</b>

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

**CT State Colleges and Universities System Office  
 APPLICANT FLOW ANALYSIS - HIRES**

**OCCUPATIONAL CATEGORY:** Administrative/Clerical  
**POSITION OR POSITION CLASSIFICATION:** All Titles  
**LOCATION:** Hartford County

**DATE:** February 28, 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	9	2	7	1	4	1	1	0	2	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	47	2	41	1	27	1	4	0	2	0	1	0	2	0	5	4	F
<b>TOTAL APPLICANTS</b>	<b>56</b>	<b>4</b>	<b>48</b>	<b>2</b>	<b>31</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>4</b>	<b>G</b>
<b>TOTAL REJECTED APPLICANTS</b>	<b>26</b>	<b>2</b>	<b>21</b>	<b>1</b>	<b>12</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>H</b>
<b>TOTAL QUALIFIED APPLICANTS</b>	<b>30</b>	<b>2</b>	<b>27</b>	<b>1</b>	<b>19</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>I</b>
WITHDRAWAL	2	0	2	0	0	0	0	0	0	0	1	0	1	0	0	0	L
<b>TOTAL INTERVIEWED</b>	<b>18</b>	<b>2</b>	<b>16</b>	<b>1</b>	<b>10</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>O</b>
Not offered Position	7	0	7	0	5	0	0	0	0	0	0	0	1	0	1	0	P
Offered Position	11	2	9	1	5	1	1	0	3	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
<b>TOTAL ACCESSIONS*</b>	<b>11</b>	<b>2</b>	<b>9</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>S</b>

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



**CT State Colleges and Universities System Office  
 APPLICANT FLOW ANALYSIS PROMOTIONS**

THERE WERE NO PROMOTIONS INTO THIS CATEGORY DURING THE REPORTING PERIOD

**OCCUPATIONAL CATEGORY:**

**Administrative/Clerical**

**DATE: February 28, 2022**

**POSITION OR POSITION CLASSIFICATION:**

**All Titles**

**LOCATION:**

**Hartford County**

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
<b>TOTAL APPLICANTS</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
<b>TOTAL QUALIFIED APPLICANTS</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>I</b>
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
<b>TOTAL ACCESSIONS*</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>S</b>

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

**CT State Colleges and Universities System Office  
 APPLICANT FLOW ANALYSIS - HIRES**

**OCCUPATIONAL CATEGORY:** Paraprofessional  
**POSITION OR POSITION CLASSIFICATION:** All Titles  
**LOCATION:** Hartford County

**DATE:** February 28, 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	45	18	27	8	7	3	9	1	4	2	2	1	0	3	5	0	F
<b>TOTAL APPLICANTS</b>	<b>45</b>	<b>18</b>	<b>27</b>	<b>8</b>	<b>7</b>	<b>3</b>	<b>9</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>G</b>
TOTAL REJECTED APPLICANTS	14	4	10	1	2	0	3	0	1	1	1	0	0	2	3	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
<b>TOTAL QUALIFIED APPLICANTS</b>	<b>31</b>	<b>14</b>	<b>17</b>	<b>7</b>	<b>5</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>I</b>
<b>TOTAL INTERVIEWED</b>	<b>24</b>	<b>9</b>	<b>15</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>O</b>
Not offered Position	10	4	6	2	1	1	3	0	1	0	0	0	0	1	1	0	P
Offered Position	14	5	9	3	3	0	3	0	2	1	1	1	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
<b>TOTAL ACCESSIONS*</b>	<b>14</b>	<b>5</b>	<b>9</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>S</b>

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

**CT State Colleges and Universities System Office  
 APPLICANT FLOW ANALYSIS PROMOTIONS**

THERE WERE NO PROMOTIONS DURING THE REPORTING PERIOD

**OCCUPATIONAL CATEGORY:** Paraprofessional  
**POSITION OR POSITION CLASSIFICATION:** All Titles  
**LOCATION:** Hartford County

**DATE:** February 28, 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
<b>TOTAL APPLICANTS</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
<b>TOTAL QUALIFIED APPLICANTS</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>I</b>
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
<b>TOTAL ACCESSIONS*</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>S</b>

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

February 28, 2022

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Exceptional Performance	19	12	7	12	6		1				
Exceeded Performance Reqs/Exceeds Expectations	0	0	0								
Met Performance Reqs/Meets Expectations	1	0	1		1						
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								

CCCC employees exist in this category and depending on years of service their ratings are issued in varying intervals. As such the number does not reflect the full workforce in this category.

**OCCUPATIONAL CATEGORY: PROFESSIONAL NON-FACULTY**

All in Category

February 28, 2022

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Exceptional Performance/Excellent	34	7	27	6	19	0	4	1	2	0	2
Exceeds Expectations	3	0	3		1		2				
Meets Expectations/Good	0	0	0								
Fair	0	0	0								
Does not Meet Expectations/Poor	0	0	0								
COUNSELING	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								

CCCC and SUOAF employees exist in this category and depending on years of service their ratings are issued in varying intervals. As such the number does not reflect the full workforce in this category.

**OCCUPATIONAL CATEGORY: TECHNICAL/PARAPROFESSIONAL**

All in Category

February 28, 2022

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Exceptional Performance/Excellent	2	0	2		1				1		
Exceeds Expectations	1	0	1				1				
Meets Expectations/Good	1	0	1						1		
Fair	0	0	0								
Does not Meet Expectations/Poor	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								

CCCC and SUOAF employees exist in this category and depending on years of service their ratings are issued in varying intervals. As such the number does not reflect the full workforce in this category.

**OCCUPATIONAL CATEGORY: SECRETARIAL/CLERICAL**

All in Category

February 28, 2022

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	0	0	0								
Very Good	0	0	0								
Good	8	0	8		5		3				
Fair	0	0	0								
Unsatisfactory	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								

Section 46a-68-87  
Identification of Problem Areas



**CONNECTICUT STATE COLLEGES AND UNIVERSITIES  
AFFIRMATIVE ACTION PLAN  
SECTION 46a-68-87  
IDENTIFICATION OF PROBLEM AREAS**

This section was in compliance in the previous Affirmative Action Plan.

**Subsection (a)**

Connecticut State Colleges and Universities (CSCU) examined the personnel policies, procedures and practices where an occupational category, position classification within an occupational category employing a significant number of persons or position classification for which a separate availability base is calculated has experienced an increase or reduction. CSCU examined the personnel policies, procedures and practices to identify those non quantifiable aspects of the employment process which may impede or prevent the full and fair participation of protected race and sex group members.

Where applicable, the CSCU System Office shall address the following aspects of employment.

- 1.) **Employment Applications:** The Connecticut State Colleges and Universities (CSCU) uses an employment application to gather more demographic information on applicants that apply for positions. A cover letter, CSCU application, resume and list of professional references is requested when candidates apply. The CSCU application was used throughout the reporting period and has been helping track the applicant demographic data required for the development of the Affirmative Action Plan. Candidates for classified positions in the Secretarial Clerical and Technical Paraprofessional occupational categories and some professional positions can be considered only when the applicant has applied through JobApps. Recruitment in these categories must clear the State SEBAC list because the employees on the list have reemployment rights to the positions. No problem area has been identified.
- 2.) **Job Qualifications:** Position announcements used by the CSCU System Office indicate the minimum education and experience required. Some job announcements will include special experience and training requirements on the postings. The job qualifications required in each position occasionally present a problem; this occurs most frequently with unclassified positions where the minimum qualifications are contained in the collective bargaining agreements. New job specifications and job qualifications are reviewed with the Vice President of Human Resources Strategy to assure that consistency is utilized for all occupational categories and throughout the Connecticut State Colleges and Universities (CSCU). The SUOAF union positions are announced throughout the CSCU System and are encouraged to apply for positions they are qualified for.

The Agency is considered the Connecticut State Colleges and Universities (CSCU) and job qualifications and job specifications are also reviewed at this level by the System Office when new classifications are developed and the Community Colleges and Universities are able to have more options when developing positions. No problem area has been identified.

- 3.) **Recruitment Practices:** The CSCU System Office advertises in a variety of publications and websites including but not limited to Diverse: Issues in Higher Education, Higheredjobs.com, Hispanic Outlook, Historical Black College and Universities, LinkedIn, Greater Hartford Chapter of the NAACP, New England Association for College Admission Counseling (NEACAC (local chapter), National Association of College and University Attorneys (NACUA). Where practicable, all recruitment went through the Department of Administrative Services, the Board of Regents for Education websites and to each CSCU Institution and the Connecticut Association of Diversity and Equity Professionals (CADEP) listserv.

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46a-68-87**  
**IDENTIFICATION OF PROBLEM AREAS**

The Director of Equal Employment Opportunity and Human Resources staff worked directly with each search committee to attract more diversity and to have better documentation about the selection and non-selection of candidates throughout the search process. Recruitment plans were developed for the position that was being recruited for to specifically target expertise in the field and add diversity to the workforce. They also worked directly with hiring managers to develop job announcements that include minimum requirements of the position classification and to address department needs and budgetary concerns. After the job announcement is developed it is used in any type of advertisement.

While no problem area has been identified with recruitment practices, the CSCU has built in a process for continual review and process improvement to eliminate barriers to employment within the job description, job posting, and recruitment process.

- 4.) Personnel Policies: When practicable, the Director of Equal Employment Opportunity, Vice President of Human Resources Strategy and CSCU Counsel reviewed the personnel policies in effect during the reporting period.

Human Resources Policies for Management and Confidential employees are available on the CSCU website. The new policies and procedures have no impediments to the full and fair participation of protected race/sex group members and others in the employment process. New policies are still being developed and presented to the Board on a regular basis.

No problem area has been identified.

- 5.) Orientation: The procedures for orientation of new employees are uniform. Orientation is conducted for every new employee by the CSCU's System Office Human Resources and Equal Employment Opportunity staff. The Connecticut State Colleges and Universities (CSCU) Affirmative Action/Equal Employment Opportunity Policy and Discrimination Complaint Procedure are provided to the new employees during the Orientation session. They are also provided with information about the CSCU Website and where they can access other policies and collective bargaining information that they would need during their employment. The new employees are also provided with information like training and educational opportunities, Ethics Policy, CORE-CT payroll information and on-line mandatory training requirements for all Connecticut State Colleges and Universities (CSCU)'s employees. They also receive information on State benefits and the required paperwork for payroll, emergency contact information, taxes and retirement. No problem area has been identified. Lastly, employees receive the state mandated Diversity training as part of their first day of hire.
- 6.) Training: The Connecticut State Colleges and Universities (CSCU) encourages employees to participate in training programs that will advance their career/professional development and/or enhance the performance of their duties and responsibilities. The Connecticut State Colleges and Universities (CSCU) supports employees' attendance at conferences, workshops and seminars and other professional development training activities and provides a generous tuition reimbursement program when the budget is fully funded.

The CSCU System Office facilitated an extensive training program for all community college and other agency employees incorporating Diversity, Sexual harassment, ADA, Title IX and micro-aggression training.

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
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- 7.) Counseling: The Human Resources staff and the Director of Equal Employment Opportunity provides upward mobility counseling to any employee that inquires about opportunities at the Connecticut State Colleges and Universities (CSCU) or throughout State service. More information about Career Counseling is detailed in the Career Mobility Section.

The CSCU System Office also maintains a contract to provide the Employee Assistance Program (EAP) to any employee that needs this type of counseling assistance. No problem area has been identified.

- 8.) Discrimination Complaint Process: The Director of Equal Employment Opportunity has reviewed the Connecticut State Colleges and Universities (CSCU)'s Discrimination Complaint Procedure and found that it is in compliance with C.G.S. 46a-68-89. The Connecticut State Colleges and Universities (CSCU) has a Discrimination Complaint Procedure and Policy that assists anyone filing a discrimination complaint or grievance. More information on the Discrimination Complaint Process and the complaints filed are included in Section 46a-68-89. No problem area has been identified.
- 9.) Evaluation: The Employment Analyses Section of this Affirmative Action Plan provides a comprehensive Personnel Evaluation Analysis issued by the Connecticut State Colleges and Universities (CSCU). Performance evaluations were not conducted for all collective bargaining employees during the reporting period. Evaluation forms and process conform to the requirements of the various collective bargaining agreements. Unclassified employees are also evaluated every year and goals are established for the upcoming evaluation year. There are no problems in any category that would impact negatively on any protected group members.
- 10.) Layoffs: No layoffs occurred during the reporting period and this was not a problem area. There is no problem area in this area during the reporting period.
- 11.) Termination: All terminations are reviewed and monitored by the Human Resources staff. All employees leaving the CSCU System Office receive an Exit Interview with HR staff. The terminations that occurred during the reporting period were voluntary resignations or retirements. Some of the employees were promoted to other colleges or universities within the CSCU. Some of the reductions in each occupational category were for promotional opportunities and remain active employees. No employees left the System Office due to any type of discriminatory practices. No problem area identified in this area.

**Subsection (b)**

The Connecticut State Colleges and Universities (CSCU) has examined each occupational category or job tile in Subsection (a) of this section. The Affirmative Action Plan lists all non-quantifiable elements of the employment process that have been identified as a problem area.

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES  
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SECTION 46a-68-87  
IDENTIFICATION OF PROBLEM AREAS**

**Subsection (c)**

The CSCU System Office has examined all aspects of the employment process itemized in Subsection (a) of this section.

All aspects of the employment process are continually reviewed to ensure that there is full and fair employment of physically disabled persons and older persons. The Connecticut State Colleges and Universities (CSCU) has renovated all facilities to generally accommodate persons who are differently-abled and/or physically challenged. Whenever such a problem is identified, corrective action is taken. Both the Connecticut State Colleges and Universities (CSCU) and any present or potentially physically challenged employees benefit from this constant attentiveness to the accessibility of the workplace. Lastly, the CSCU System Office's work force in all categories demonstrates that age is no barrier to successful employment; there are no positions for which age is a factor, and age is not considered in the employment process.

Section 46a-68-88  
Program Goals

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES  
AFFIRMATIVE ACTION PLAN  
SECTION 46a-68-88  
PROGRAM GOALS**

This section was in compliance in the previous Affirmative Action Plan submission.

**Subsection (a)**

Connecticut State Colleges and Universities (CSCU) identified any employment policy or practice having an adverse impact upon protected race and sex group members, individuals with disabilities or older persons and shall establish programmatic goals and implement them under Section 46a-68-87 of the Connecticut State Affirmative Action Regulations.

**Subsection (b)**

Connecticut State Colleges and Universities (CSCU) established meaningful, measurable and reasonably attainable program goals consistent with Section 46a-68-92 of the Connecticut State 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 and protected groups including persons with disabilities and older persons in the workforce;
3. The utilization of a fair and nondiscriminatory recruitment and selection process;
4. That career development opportunities are available to all interested and qualified employees, including minorities and women.

**Subsection (c)**

Where the cooperation of another State Agency is essential to the implementation of a program goal, the CSCU System Office shall keep a record of each instance of contact, whose cooperation is requested and the outcome of the request.

**Subsection (d)**

Connecticut State Colleges and Universities (CSCU) 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 adverse impact on 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 adverse impact pursuant to Section 46a-68-87 of the Connecticut State Affirmative Action Regulations.

Connecticut State Colleges and Universities (CSCU) identified no employment policy or practice that affected any underrepresented or protected group including disabled persons and/or older persons. CSCU System Office will take immediate corrective action to remedy the situation should such identification occur in the future.

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46a-68-88**  
**PROGRAM GOALS**

**PROGRAM GOALS:**

1. Develop training programs for managerial and supervisory employees that focus on the following: Bias in the Hiring Process; Implicit Bias/Microaggressions, Being Equity Minded, Managing a Diverse Workforce.

**Responsible:** EEO Center of Excellence, Talent/Recruitment Center of Excellence, and Diversity/Equity and Inclusion.

**Completion Date:** February 28, 2024

2. Enhance the recruitment and selection process to incorporate additional steps/trainings to minimize the impact of bias in this process.

**Responsible:** EEO Center of Excellence, Talent/Recruitment Center of Excellence, and Diversity/Equity and Inclusion.

**Completion Date:** February 28, 2024

3. Enhance recruitment efforts to reach underrepresented groups to increase the diversity of our applicant pools.

**Responsible:** EEO Center of Excellence, Talent/Recruitment Center of Excellence, and Diversity/Equity and Inclusion.

**Completion Date:** February 28, 2024

Section 46a-68-89  
Discrimination Complaint Process



**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
**AFFIRMATIVE ACTION PLAN**  
**SECTION 46a-68-89**  
**DISCRIMINATION COMPLAINT PROCESS**

This section was in compliance in the last Affirmative Action Plan submission.

**Subsection (a)**

The Connecticut State Colleges and Universities (CSCU) has a system in place to process and resolve employee allegations of discrimination consistent with Chapter 67 and 68 of the Connecticut General Statutes. CSCU's system provides expeditious resolution of grievances to assure that legal options for filing complaints are not foreclosed.

The discrimination complaint procedure includes:

- 1) Periodic training in counseling and grievance investigations for the CSCU's counselors;
- 2) Confidential counseling and procedures for informal resolution at the agency level by the Director of EEO;
- 3) Notice to all employees that the Discrimination Complaint Process is available;
- 4) A guarantee of no retaliation for exercising rights granted pursuant to the Connecticut General Statutes;
- 5) Advisement of legal options to file complaints with 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 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.
- 6) Time frames not exceeding ninety (90) days for filing, processing and resolution of such matters.

**Subsection (b)**

All records of internal discrimination complaints and dispositions thereof are maintained and reviewed on a regular basis by the Director of EEO to detect any patterns in the nature of the grievances. Records so retained shall be confidential except where disclosure is required by law.

**Subsection (c)**

The Affirmative Action Plan contains a summary of the matters alleged, the results thereof and the length of time required to resolve the grievance/complaint. The Plan provides information on the number of complaints, the investigating agency, whether such matter is currently pending or the outcome thereof.

All records relevant to the complaints or employee grievances filed under this section shall be maintained by the Connecticut State Colleges and Universities (CSCU) for examination by the Commission on Human Rights and Opportunity (CHRO).

Employees are invited to discuss any concerns regarding discrimination with the Director of EEO, this role serves as the AAO/EEO as well as the Title IX, and Section 504/ADA Compliance Coordinator. Employees are also informed of their rights under the law and that non-retaliation for the exercise of rights granted is not tolerated at CSCU System Office and within all of the Connecticut State Colleges and Universities.

The Equal Employment Opportunity Officer/Director of EEO, appointees and staff have participated in a mandated grievance training session in pursuant of Public Act 92-85 as well as training in pursuit of

Public Act 03-151. The Director of EEO attended additional affirmative action, equal employment opportunity, diversity, inclusion, equity, ADA and Title IX training offered by the CT Association of Diversity and Equity Professionals (CADEP). Also other training sessions that were attended by the Equal Employment Opportunity Officer include legal updates training with Shipman and Goodwin, IPMA and also some Webinars were viewed that were offered by higher education vendors.

The Director of EEO provides updates to the website for all Connecticut Colleges and Universities related to relevant policies, procedures and contacts to all employees of the CSCU System Office and to also provide key information to the public related to affirmative action, equal employment opportunity, diversity, inclusion, equity, Americans with Disabilities Act (ADA) and Title IX.

Diversity and Sexual Harassment Training was developed by the Chief Diversity Officers from Manchester Community College, Western Connecticut State University and the Director of EEO from the CSCU System Office. They facilitated an extensive training program for all community college and other agency employees incorporating Diversity, Sexual harassment, ADA, Title IX and micro-aggression training.

Information and policies highlighted in this section are posted on the bulletin board during the reporting period. The following procedures have been developed to address Discrimination, Sexual Harassment and Sexual Orientation. These procedures are designed to ensure fair consideration of any complaints related to discrimination, sexual harassment or sexual orientation.

One discrimination complaint was filed during the reporting period.

**DISCRIMINATION COMPLAINT LOG**

AGENCY: CSCC North-West Region

REPORTING DATE: 1-Feb-22

NUMBER	COMPLAINANT RACE/SEX	DATE FILED	TYPE*	ACCUSED**	BASIS CLAIMED	FINDING	RESOLUTION	LENGTH OF TIME TO RESOLVE	Notes:
1	White Female	12/16/2021	Internal	Staff	Race	No Cause	N/A	34 Days	
2									
3									
4									
5									
6									
7									
8									
9									

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

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

**Connecticut State Colleges and Universities**  
**Discrimination Complaint Procedure on matters**  
**other than Sexual Harassment or Sexual Orientation**

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**

## **Definition/Legal Basis**

### *Race, Color, Religion, Sex or National Origin*

Title VII of the Civil Rights Act of 1964 (as amended) and Executive Order 11246 (as amended) prohibit discrimination in employment against any person (e.g. applicants and employees) on the basis of race, color, religion (religious creed), sex or national origin.

### *Age*

The Age Discrimination in Employment Act of 1967 (ADEA), (as amended) prohibits discrimination in employment on the basis of age against any person (e.g. applicants and employees) age forty (40) or older. Connecticut General Statute Sec. 46a-60 prohibits discrimination based on age and protects any worker eighteen (18) years of age or older.

### *Disability*

The Rehabilitation Act of 1973 defines "disabled individual" as any person who has a physical or mental impairment that substantially limits one or more of such person's major life activities, has a record of impairment, or is regarded as having such an impairment. Section 7(b) of the Rehabilitation Act addresses drug and alcohol abuse, noting that the definition of "disabled individual" does not include any individual who: is "an alcoholic or a drug abuser whose current use of alcohol or drugs prevents such an individual from performing the duties of the job in question or whose employment, by reason of such current alcohol or drug abuse, would constitute a direct threat to the property or the safety of others.

*Mental disability* refers to an individual who has a record of, or is regarded as having one or more mental disorders, as defined in the most recent edition of the American Psychiatric Association's "Diagnostic and Statistical Manual of Mental Disorders".

*Intellectual disability* refers to a significant limitation in intellectual functioning existing concurrently with deficits in adaptive behavior that originated during the developmental period before eighteen years of age. "Significant limitation in intellectual functioning" means an intelligence quotient more than two standard deviations below the mean as measured by tests of general intellectual functioning that are individualized, standardized and clinically and culturally appropriate to the individual. "Adaptive behavior" means the effectiveness or degree with which an individual meets the standards of personal independence and social responsibility expected for the individual's age and cultural group as measured by tests that are individualized, standardized and clinically and culturally appropriate to the individual.

*Learning disability* refers to an individual who exhibits a severe discrepancy between educational performance and measured intellectual ability and who exhibits a disorder in one or more of the basic psychological processes involved in understanding or in using language, spoken or written, which may manifest itself in a diminished ability to listen, speak, read, write, spell or to do mathematical calculations.

*Physically disabled* refers to any individual who has any chronic physical handicap, infirmity or impairment, whether congenital or resulting from bodily injury, organic processes or changes from illness, including, but not limited to, epilepsy, deafness or hearing impairment or reliance on a wheelchair or other remedial appliance or device."

*Veteran* refers to any person honorably discharged from, or released under honorable conditions from active service in, the armed forces.

The Americans with Disabilities Act of 1990 (ADA) prohibits discrimination against qualified individuals with disabilities.

The ADA covers individuals who (i) have disabilities, (ii) have records of disabilities, (iii) are perceived as having disabilities, or (iv) are related to or associated with persons who fit into one of the preceding categories.

### **Resolution - Time Constraints**

The Director of EEO will resolve any alleged discrimination or unfair employment practice within ninety (90) calendar days after the receipt of a written complaint. This timeframe includes filing, processing and resolution of such matters.

### **Records Retention**

All records relevant to employee grievances including counseling sessions and informal allegations which result in complaints to enforcement agencies, are maintained, regularly reviewed and reported by the Director of EEO in the Affirmative Action Plan.

### **Training/Notification**

The Connecticut State Colleges and Universities (CSCU) will obtain and provide periodic training in counseling and grievance investigations for agency managers, supervisors and employees.

Employees are notified about the CSCU Discrimination Complaint Procedure when the Affirmative Action Plan has been reviewed by the Commission on Human Rights and Opportunities (CHRO). Employees are also invited to review the Affirmative Action Plan.

### **Procedure for Handling and Investigating Discrimination Complaints**

If you feel you have been a victim of discrimination please follow the following procedures:

1. Complainant requests a meeting with the Director of EEO or designee. The Director of EEO or designee will advise the complainant of his or her rights in accordance with relevant laws and propose possible courses of action.
2. If the complainant is unsatisfied with any of the proposals or if a situation is not readily resolvable the Complainant then has the right to file a written complaint. The written complaint must be filed on the complaint form and should include the following [please note: all grievances should be submitted within thirty (30) days of the alleged discriminatory treatment]:
  - a. Complainant's name
  - b. Work telephone number
  - c. Job title
  - d. Supervisor's name
  - e. Supervisor's Title
  - f. Complainant's home address
  - g. Complainant's home telephone number
  - h. Name of individual against whom the complaint is filed
  - i. The nature of the complaint
  - j. A description of the alleged act (s) of discrimination
  - k. The date (s) the act (s) took place

- l. The date the complaint was filed
  - m. The complainant's signature
3. The Director of EEO or designee will notify the accused party of the particulars of the complaint within seven (7) calendar days after receipt of the written complaint.
4. Upon the filing of a complaint, the Director of EEO or designee will conduct a fact-finding investigation of the complaint. Within thirty (30) calendar days from the filing of the complaint, the Director of EEO or designee will provide a written report to the Complainant, the Respondent, the President and/or a Designee as appropriate. If there is evidence that indicates the Complainant was discriminated against, the parties shall endeavor to resolve the matter within thirty (30) calendar days and/or an administrative action (e.g. discipline up to and including dismissal from State service). If the endeavors at mediation are successful, a written agreement will be prepared for signature (by the Complainant, the Respondent and the Director of EEO or designee).
5. If there is no evidence of discrimination, the Director of EEO or designee will advise the parties involved and dismiss the complaint.
6. If the complainant does not agree with the findings made in the investigation, he/she may appeal for review and reconsideration by the President. Any such appeal must be in writing and be filed within ten (10) calendar days from the date of the written report of the findings and must include specific information or evidence in support of the appeal. The President will advise the Complainant in writing within fourteen (14) calendar days of receipt of the appeal as to their choice of action on the matter.

#### **Retaliation for Discrimination Complaints**

Retaliation for filing or participating in a complaint or investigation of discrimination is presumptive employment discrimination in violation of the law and as such will not be tolerated.

**Retaliation** may be linked to the following activity:

- 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, and
- Intentionally pressuring, falsely denying, lying about or otherwise covering up or attempting to cover up conduct such as that described in any item above.

The above is not to be construed as an all-inclusive list of prohibited acts under this policy. If you feel you have been the subject of retaliation for having filed or taken part in a discriminatory complaint/investigation, please contact the Director of EEO or designee immediately.

5.2	Sexual Misconduct Reporting, Supportive Measures and Processes Policy	20-103	2020-07-29
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**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

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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

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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

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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.

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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

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<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.

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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



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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.

## 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,

- c. suggestive or insulting sounds, leering, whistling and obscene gestures.
- d. Physical - unwanted physical contact, including touching, patting, grabbing, pinching, brushing the body, massaging, coerced sexual intercourse, rape, molestation, sexual assault and battery.
- e. 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 EEO/or designee, any Human Resources staff member, supervisor or manager about the harassment or issues.
- 3) Supervisors and managers will contact the Director of EEO or designee and refer the employee to the Director of EEO or designee. The Director of EEO 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 EEO 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 EEO 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 EEO 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 EEO 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 EEO or designee.

## **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

Section 46a-68-90  
Goals Analysis

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

### **February 1, 2020 through January 31, 2022**

The CSCU System Office 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.

The CSCU System Office engaged in the necessary activities to ensure compliance with subsection (a) and (b).

- a) The CSCU System Office 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 region 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.

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 the Recruitment and Talent Specialist, and the Manager of Equal Employment Opportunity before the interview process began

Prior to the application deadlines, the Recruitment and Talent Specialist and the Director of Equal Employment Opportunity met with each search committee to discuss the following:

- The search process and committee's role.
- The job description and position announcement.



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

### **February 1, 2020 through January 31, 2022**

- Affirmative action/equal employment opportunity principles and the non-discrimination procedure.
- Confidentiality and proper search documentation.
- 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.

The Director of Equal Employment Opportunity 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 Director of 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 region 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**  
**February 1, 2020 through January 31, 2022**

## Hiring Goals Analysis

### Executive/Administrative

- **Goals:** 3WF, 1HM, 1HF
- **Hires:**
- **Goal Achievement:** Achieved all (5) goals established or 100% of established goals.

#### 1. CSCU Chief Information Officer

*Applicant pool summary (bolded = goal candidates)*

CSCU Chief Information Officer	Total			White		Black		Hispanic		AAIANHN PI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	87	74	8	51	4	7	0	3	1	11	2	1	0	1	1	5
Not Qualified	73	63	5	44	2	5	0	2	1	10	1	1	0	1	1	5
Total Qualified	14	11	3	7	2	2	0	1	0	1	1	0	0	0	0	0
Qual. No Interview	7	6	1	4	0	2	0	0	0	0	1	0	0	0	0	0
Qual. Rec. Interview	7	5	2	3	2	0	0	1	0	1	0	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	7	5	2	3	2	0	0	1	0	1	0	0	0	0	0	0
Offered	1	1	0	0	0	0	0	1	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	0	0	0	0	1	0	0	0	0	0	0	0	0

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

With this hire, the region achieved the goal with the hire of this **Hispanic male goal** in the category.

#### 2. VP of Finance and Administration

*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	9	4	3	2	2	0	0	1	1	0	0	0	0	1	0	2
Not Qualified	7	4	1	2	0	0	0	1	1	0	0	0	0	1	0	2
Qualified	2	0	2	0	2	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	2	0	2	0	2	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	2	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	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	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

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

The System met a goal with the hire of this WF. This achieved one (1) of three (3) WF goals established in this category.

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**3. AVP of Teaching and Learning**

*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	29	7	20	2	11	1	2	1	3	2	2	1	0	0	2	2
Not Qualified	26	7	17	2	8	1	2	1	3	2	2	1	0	0	2	2
Qualified	3	0	3	0	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	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	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	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

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

The System met a goal with the hire of this WF. This achieved the second (2) of three (3) WF goals established in this category.

**4. Regional Advising Directors**

*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	106	37	64	17	31	10	12	5	9	1	4	0	1	4	7	5
Not Qualified	76	24	49	11	20	8	11	2	7	1	4	0	1	2	6	3
Qualified	30	13	15	6	11	2	1	3	2	0	0	0	0	2	1	2
Qual. No Interview	15	8	7	3	5	2	1	2	1	0	0	0	0	1	0	0
Qual. Rec. Interview	15	5	8	3	6	0	0	1	1	0	0	0	0	1	1	2
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	15	5	8	3	6	0	0	1	1	0	0	0	0	1	1	2
Offered	3	0	3	1	1	0	0	0	1	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	3	0	3	1	1	0	0	0	1	0	0	0	0	0	0	0

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

The System met a goal with the hire of this WF and HF. This achieved the third (3) of three (3) WF goals established in this category and the only (1) HF goal established in this category. The region did not achieve a goal with the hire of WM.

The system achieved all five (5) of its goals in this category. There were no longer goal candidates remaining in this pool.

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**5. CSCU President**

*Applicant pool summary (bolded = goal candidates)*

CSCU President	Total			White		Black		Hispanic		AAIANHN PI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	40	34	6	15	3	4	1	1	0	4	0	0	0	10	2	0
Not Qualified	19	17	2	6	0	1	0	0	0	2	0	0	0	8	2	0
Total Qualified	21	17	4	9	3	3	1	1	0	2	0	0	0	2	0	0
Qual. No Interview	12	11	1	7	1	1	0	0	0	1	0	0	0	2	0	0
Qual. Rec. Interview	9	6	3	2	2	2	1	1	0	1	0	0	0	0	0	0
Withdraw	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Interviewed	8	5	3	2	2	1	1	1	0	1	0	0	0	0	0	0
Offered	1	1	0	0	0	0	0	0	0	1	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	0	0	0	0	0	0	1	0	0	0	0	0	0

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

With this hire, the region did not achieve a goal with the hire of this **Asian male goal** in the category.

**6. Director of Catalog and Special Projects**

*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	9	2	7	1	3	1	2	0	0	0	0	0	1	0	1	0
Not Qualified	6	2	3	1	1	1	1	0	0	0	0	0	1	0	0	0
Qualified	4	0	3	0	2	0	1	0	0	0	0	0	0	0	1	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	4	0	3	0	2	0	1	0	0	0	0	0	0	0	1	0
Withdraw	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	4	0	3	0	2	0	1	0	0	0	0	0	0	0	1	0
Offered	1	0	1	0	1	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	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

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

The System did not meet a goal with the hire of this WF. All established goals were previously achieved.

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**7. Associate Vice President of Academic Operations**

**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	30	19	9	8	<b>6</b>	4	3	<b>2</b>	<b>0</b>	1	0	1	0	3	0	2
Not Qualified	20	14	5	6	<b>4</b>	3	1	<b>0</b>	<b>0</b>	1	0	1	0	3	0	1
Qualified	10	5	4	2	<b>2</b>	1	2	<b>2</b>	<b>0</b>	0	0	0	0	0	0	1
Qual. No Interview	0	0	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0	0	0
Qual. Rec. Interview	10	5	4	2	<b>2</b>	1	2	<b>2</b>	<b>0</b>	0	0	0	0	0	0	1
Withdrawn	1	0	1	0	<b>0</b>	0	1	<b>0</b>	<b>0</b>	0	0	0	0	0	0	0
Interviewed	9	5	3	2	<b>2</b>	1	1	<b>2</b>	<b>0</b>	0	0	0	0	0	0	1
Offered	1	1	0	0	<b>0</b>	0	0	<b>1</b>	<b>0</b>	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0	0	0
Hired	1	1	0	0	<b>0</b>	0	0	<b>1</b>	<b>0</b>	0	0	0	0	0	0	0

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

The System did not meet a goal with the hire of this HM. All established goals were previously achieved.

**8. Director of Admissions Operations**

**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	17	10	7	5	5	0	1	1	1	1	0	0	0	3	0	0
Not Qualified	13	7	6	3	4	0	1	0	1	1	0	0	0	3	0	0
Qualified	4	3	1	2	1	0	0	1	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	4	3	1	2	1	0	0	1	0	0	0	0	0	0	0	0
Withdrawn	2	2	0	1	0	0	0	1	0	0	0	0	0	0	0	0
Interviewed	2	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	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	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

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

The System did not meet a goal with the hire of this WF. All established goals were previously achieved.

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**9. Director of Regional Accreditation**

**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	11	3	5	2	4	0	1	0	0	0	0	0	0	1	0	3
Not Qualified	7	1	4	0	3	0	1	0	0	0	0	0	0	1	0	2
Qualified	4	2	1	2	1	0	0	0	0	0	0	0	0	0	0	1
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	4	2	1	2	1	0	0	0	0	0	0	0	0	0	0	1
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	4	2	1	2	1	0	0	0	0	0	0	0	0	0	0	1
Offered	1	0	1	0	1	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	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

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

The System did not meet a goal with the hire of this WF. All established goals were previously achieved.

**10. Director of Equal Employment Opportunity**

**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	36	16	19	3	5	10	11	1	0	0	1	2	0	0	2	1
Not Qualified	29	13	15	1	5	10	7	0	0	0	1	2	0	0	2	1
Qualified	7	3	4	2	0	0	4	1	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	7	3	4	2	0	0	4	1	0	0	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	7	3	4	2	0	0	4	1	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.

The System did not meet a goal with the hire of this WM. All established goals were previously achieved.

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**11. Director of Labor Relations**

**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	40	21	17	13	6	3	3	2	3	0	0	1	1	2	4	2
Not Qualified	33	18	13	11	4	3	2	2	3	0	0	1	1	1	3	2
Qualified	7	3	4	2	2	0	1	0	0	0	0	0	0	1	1	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	7	3	4	2	2	0	1	0	0	0	0	0	0	1	1	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	7	3	4	2	2	0	1	0	0	0	0	0	0	1	1	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.

The System did not meet a goal with the hire of this WM. All established goals were previously achieved.

**12. Director of Student Success Technology**

**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	40	15	21	9	10	0	6	3	2	1	1	2	0	0	2	4
Not Qualified	10	2	7	2	3	0	2	0	1	0	1	0	0	0	0	1
Qualified	30	13	14	7	7	0	4	3	1	1	0	2	0	0	2	3
Qual. No Interview	23	10	11	5	5	0	4	2	1	1	0	2	0	0	1	2
Qual. Rec. Interview	7	3	3	2	2	0	0	1	0	0	0	0	0	0	1	1
Withdrawn	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Interviewed	6	3	3	2	2	0	0	1	0	0	0	0	0	0	1	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.

The System did not meet a goal with the hire of this WM. All established goals were previously achieved.

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**13. Student Success – Director of Training and Professional Learning**

**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	37	11	26	5	19	4	2	2	2	0	2	0	1	0	0	0
Not Qualified	22	9	13	5	10	3	1	1	0	0	2	0	0	0	0	0
Qualified	15	2	13	0	9	1	1	1	2	0	0	0	1	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	15	2	13	0	9	1	1	1	2	0	0	0	1	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	15	2	13	0	9	1	1	1	2	0	0	0	1	0	0	0
Offered	1	1	0	0	0	1	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	0	0	1	0	0	0	0	0	0	0	0	0	0

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

The System did not meet a goal with the hire of this BM. All established goals were previously achieved.

**14. Associate VP of Enrollment and Retention**

**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	5	1	4	1	3	0	0	0	1	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	5	1	4	1	3	0	0	0	1	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	5	1	4	1	3	0	0	0	1	0	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	5	1	4	1	3	0	0	0	1	0	0	0	0	0	0	0
Offered	1	0	1	0	1	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	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

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

The System did not meet a goal with the hire of this WF. All established goals were previously achieved.



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**15. Associate VP of Financial Aid Services**

**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	2	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	2	1	1	1	1	0	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	0
Qual. Rec. Interview	2	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	2	1	1	1	1	0	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	0
Not Accepted	0	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	0

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

The System did not meet a goal with the hire of this WM. All established goals were previously achieved.

**16. Associate VP of Recruitment, Admissions and Community Outreach**

**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	3	0	3	0	1	0	1	0	1	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	3	0	3	0	1	0	1	0	1	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	0
Qual. Rec. Interview	3	0	3	0	1	0	1	0	1	0	0	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	3	0	3	0	1	0	1	0	1	0	0	0	0	0	0	0	0
Offered	1	0	1	0	0	0	1	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	0
Hired	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0

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

The System did not meet a goal with the hire of this BF. All established goals were previously achieved.

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**17. HR Shared Services Director of Compensation, Benefits and HR Administration**

**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	3	2	1	2	0	0	0	0	1	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	3	2	1	2	0	0	0	0	1	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	0
Qual. Rec. Interview	3	2	1	2	0	0	0	0	1	0	0	0	0	0	0	0	0
Withdraw	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	2	1	1	1	0	0	0	0	1	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	0
Not Accepted	0	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	0

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

The System did not meet a goal with the hire of this WM. All established goals were previously achieved.

**18. HR Shared Services Director of Recruitment and Talent Acquisition**

**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	8	3	5	1	3	1	1	0	1	1	0	0	0	0	0	0	0
Not Qualified	3	0	3	0	2	0	1	0	0	0	0	0	0	0	0	0	0
Qualified	5	3	2	1	1	1	0	0	1	1	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	0
Qual. Rec. Interview	5	3	2	1	1	1	0	0	1	1	0	0	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	5	3	2	1	1	1	0	0	1	1	0	0	0	0	0	0	0
Offered	1	0	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	0
Hired	1	0	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.

The System did not meet a goal with the hire of this WF. All established goals were previously achieved.

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**19. HR Shared Services Director of HR Strategy**

**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	8	1	7	1	4	0	1	0	1	0	1	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	8	1	7	1	4	0	1	0	1	0	1	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	0
Qual. Rec. Interview	8	1	7	1	4	0	1	0	1	0	1	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	8	1	7	1	4	0	1	0	1	0	1	0	0	0	0	0	0
Offered	1	0	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	0
Hired	1	0	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.

The System did not meet a goal with the hire of this WF. All established goals were previously achieved.

**20. Director of Program Review and Assessment**

**Applicant pool summary (bolded = goal candidates)**

Director of Program Review and Assessment	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	24	13	10	9	9	1	1	1	0	0	0	1	0	1	0	1
Not Qualified	19	12	6	8	5	1	1	1	0	0	0	1	0	1	0	1
Total Qualified	5	1	4	1	4	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	5	1	4	1	4	0	0	0	0	0	0	0	0	0	0	0
Withdrawn	2	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0
Interviewed	3	1	2	1	2	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.

With this hire, the region did not achieve a goal with the hire of this **White male goal** in the category.

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**21. Associate Vice President of Programs and Curriculum**

*Applicant pool summary (bolded = goal candidates)*

Associate Vice President of Programs and Curriculum	Total			White		Black		Hispanic		AAIANHN PI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	25	9	13	8	7	1	2	0	1	0	0	0	0	0	3	3
Not Qualified	21	7	11	7	5	0	2	0	1	0	0	0	0	0	3	3
Total Qualified	4	2	2	1	2	1	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	4	2	2	1	2	1	0	0	0	0	0	0	0	0	0	0
Withdraw	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Interviewed	3	1	2	1	2	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	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	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

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

With this hire, the region did not achieve a goal with the hire of this **White female** in the category. Goals were previously achieved.

**22. Associate Vice President of Student Success**

*Applicant pool summary (bolded = goal candidates)*

Associate Vice President of Student Success	Total			White		Black		Hispanic		AAIANHN PI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	5	2	3	1	2	1	0	0	1	0	0	0	0	0	0	0
Not Qualified	3	1	2	0	1	1	0	0	1	0	0	0	0	0	0	0
Total Qualified	2	1	1	1	1	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	2	1	1	1	1	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	2	1	1	1	1	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.

With this hire, the region did not achieve a goal with the hire of this **White male** in the category. Goals were previously achieved.

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**Professional Non-Faculty**

- **Goals:** 2WF, 3HM, 2HF and 2AM.
- **Hires:** 11WM, 30WF, 2BM, 9BF, 3HM, 8HF, 2AF, 1TF
- **Goal Achievement:** Fourteen (14) out of sixteen (16) for 90% of the hires in this category met Affirmative action Goals.

**1. Manager of Labor Relations**

*Applicant pool summary (bolded = goal candidates)*

Manager of Labor Relations	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	18	7	10	6	<b>6</b>	1	2	<b>0</b>	<b>2</b>	<b>0</b>	0	0	0	0	0	1
Not Qualified	11	5	5	4	<b>3</b>	1	1	<b>0</b>	<b>1</b>	<b>0</b>	0	0	0	0	0	1
Total Qualified	7	2	5	2	<b>3</b>	0	1	<b>0</b>	<b>1</b>	<b>0</b>	0	0	0	0	0	0
Qual. No Interview	3	2	1	2	<b>1</b>	0	0	<b>0</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	4	0	4	0	<b>2</b>	0	1	<b>0</b>	<b>1</b>	<b>0</b>	0	0	0	0	0	0
Withdrew	1	0	1	0	<b>1</b>	0	0	<b>0</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0
Interviewed	3	0	3	0	<b>1</b>	0	1	<b>0</b>	<b>1</b>	<b>0</b>	0	0	0	0	0	0
Offered	1	0	1	0	<b>1</b>	0	0	<b>0</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	<b>1</b>	0	0	<b>0</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0

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

With this hire, the region achieved the first (1) of two (2) **White female goals** in the category.

**2. Associate Director of Government Relations**

*Applicant pool summary (bolded = goal candidates)*

Associate Director of Government Relations	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	64	35	21	24	<b>12</b>	4	6	<b>1</b>	<b>3</b>	<b>3</b>	0	1	0	2	1	7
Not Qualified	46	24	17	16	<b>8</b>	4	6	<b>0</b>	<b>2</b>	<b>2</b>	0	1	0	1	1	5
Total Qualified	18	11	5	8	<b>4</b>	0	0	<b>1</b>	<b>1</b>	<b>1</b>	0	0	0	1	0	2
Qual. No Interview	10	7	3	7	<b>2</b>	0	0	<b>0</b>	<b>1</b>	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	8	4	2	1	<b>2</b>	0	0	<b>1</b>	<b>0</b>	<b>1</b>	0	0	0	1	0	2
Withdrew	1	1	0	1	<b>0</b>	0	0	<b>0</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0
Interviewed	13	9	2	6	<b>2</b>	0	0	<b>1</b>	<b>0</b>	<b>1</b>	0	0	0	1	0	2
Offered	1	0	1	0	<b>1</b>	0	0	<b>0</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	<b>1</b>	0	0	<b>0</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0

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

With this hire, the region achieved the second (2) of two (2) **White female goals** in the category.

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**3. HR Generalist**

**Applicant pool summary (bolded = goal candidates)**

Human Resources Generalist	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	108	22	79	15	32	4	23	<b>2</b>	<b>14</b>	<b>0</b>	1	1	2	0	7	7
Not Qualified	88	19	64	12	25	4	20	<b>2</b>	<b>9</b>	<b>0</b>	1	1	2	0	7	5
Total Qualified	20	3	15	3	7	0	3	<b>0</b>	<b>5</b>	<b>0</b>	0	0	0	0	0	2
Qual. No Interview	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	20	3	15	3	7	0	3	<b>0</b>	<b>5</b>	<b>0</b>	0	0	0	0	0	2
Withdraw	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0
Interviewed	20	3	15	3	7	0	3	<b>0</b>	<b>5</b>	<b>0</b>	0	0	0	0	0	2
Offered	2	0	2	0	0	0	0	<b>0</b>	<b>2</b>	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	<b>0</b>	0	0	0	0	0	0
Hired	2	0	2	0	0	0	0	<b>0</b>	<b>2</b>	<b>0</b>	0	0	0	0	0	0

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

With this hire, the region achieved the **first and second of two (2) Hispanic Female** goals in the category.

**4. Human Resources Generalist**

**Applicant pool summary (bolded = goal candidates)**

Human Resources Generalist	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	63	1	0	0	0	0	0	<b>1</b>	0	<b>0</b>	0	0	0	0	0	62
Not Qualified	57	0	0	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	57
Total Qualified	6	1	0	0	0	0	0	<b>1</b>	0	<b>0</b>	0	0	0	0	0	5
Qual. No Interview	0	0	0	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	6	1	0	0	0	0	0	<b>1</b>	0	<b>0</b>	0	0	0	0	0	5
Withdraw	0	0	0	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Interviewed	6	1	0	0	0	0	0	<b>1</b>	0	<b>0</b>	0	0	0	0	0	5
Offered	1	1	0	0	0	0	0	<b>1</b>	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Hired	1	1	0	0	0	0	0	<b>1</b>	0	<b>0</b>	0	0	0	0	0	0

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

Due to the move to JAZZHR the EEO data was not captured. This has been addressed as a problem area and resolved.

With this hire, the region achieved the **first (1) of three (3) Hispanic male** goals in the category.

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**5. Labor Relations Investigator**

*Applicant pool summary (bolded = goal candidates)*

Labor Relations Investigator	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	24	7	16	5	4	0	<b>2</b>	1	<b>0</b>	0	0	0	2	1	1
Not Qualified	27	20	6	14	5	4	0	<b>1</b>	0	<b>0</b>	0	0	0	1	1	1
Total Qualified	5	4	1	2	0	0	0	<b>1</b>	1	<b>0</b>	0	0	0	1	0	0
Qual. No Interview	0	0	0	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	5	4	1	2	0	0	0	<b>1</b>	1	<b>0</b>	0	0	0	1	0	0
Withdraw	0	0	0	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Interviewed	5	4	1	2	0	0	0	<b>1</b>	1	<b>0</b>	0	0	0	1	0	0
Offered	1	1	0	0	0	0	0	<b>1</b>	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Hired	1	1	0	0	0	0	0	<b>1</b>	0	<b>0</b>	0	0	0	0	0	0

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

With this hire, the region achieved the **second (2)** of **three (3)** Hispanic male goals in the category.

**6. Human Resources Talent and Recruitment Specialist**

*Applicant pool summary (bolded = goal candidates)*

Human Resources Generalist	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	13	3	10	2	9	0	1	<b>1</b>	0	<b>0</b>	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Total Qualified	13	3	10	2	9	0	1	<b>1</b>	0	<b>0</b>	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	13	3	10	2	9	0	1	<b>1</b>	0	<b>0</b>	0	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Interviewed	13	3	10	2	9	0	1	<b>1</b>	0	<b>0</b>	0	0	0	0	0	0
Offered	1	1	0	0	0	0	0	<b>1</b>	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	<b>0</b>	0	<b>0</b>	0	0	0	0	0	0
Hired	1	1	0	0	0	0	0	<b>1</b>	0	<b>0</b>	0	0	0	0	0	0

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

With this hire, the region achieved the **third (3)** of **three (3)** Hispanic male goals in the category.

**7. Human Resources Regional Manager**

**Position Summary:** The Regional HR Manager, under the leadership of the CSCU One-College HR Director is accountable for managing and implementing a comprehensive Human Resources program that aligns people and strategy with CSCU business goals and objectives within an assigned regional service area. This position leads a team of Human Resources Generalists in a highly matrixed (shared services) organization promoting employee engagement, inclusion and diversity initiatives, talent management, workforce planning, labor relations, organizational design, and strategic leadership while using data analytics to drive HR interventions and improvements. This position will collaborate with other parts of the Human Resources organization to ensure processes and programs are aligned with CSCU One-College goals and designed to deliver seamless and efficient service.

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**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

#### Minimum Qualifications:

- Master’s degree in Human Resources, Business Management, Public Administration or related field and at least Five (5) years’ experience in the principles, practices and techniques of Human Resources.
- Considerable knowledge of human resources management, relevant state and federal laws, regulations, policies and procedures.
- Experience guiding the implementation of people management strategies in the areas of organizational development, workforce planning, employee engagement and labor relations.
- Experience partnering with Senior/Executive Leadership to align Human Resources with business objectives.
- Understanding of change management principles, tools and methodologies
- Experience working in a highly unionized environment
- Experience using an HRMS system such as Core-CT
- Ability to utilize technology to develop presentations
- Strong interpersonal, oral, and written communication skills with the ability to deal effectively with a wide variety of individuals from diverse backgrounds
- Ability to influence and build credibility by effectively engaging business leaders, colleagues and customers.
- Strong decision making and problem solving ability, including ability to collect and analyze information
- Recognized Human Resources industry certification such as CIPD, SPHR, and PHR (preferred)
- Experience in higher education (preferred)

#### Applicant pool summary (bolded = goal candidates)

Human Resources Regional Manager	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	10	0	10	0	4	0	3	0	2	<b>0</b>	<b>1</b>	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Total Qualified	10	0	10	0	4	0	3	0	2	<b>0</b>	<b>1</b>	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Qual. Rec. Interview	10	0	10	0	4	0	3	0	2	<b>0</b>	<b>1</b>	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Interviewed	10	0	10	0	4	0	3	0	2	<b>0</b>	<b>1</b>	0	0	0	0	0
Offered	1	0	1	0	0	0	0	0	1	<b>0</b>	<b>0</b>	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Hired	1	0	1	0	0	0	0	0	1	<b>0</b>	<b>0</b>	0	0	0	0	0

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

We received ten(10) applications for this position. Of which, there were zero (0) OAM goal candidates. Goals were previously achieved for WF, HM, and HF.

The region did not achieve a goal with the hire of this **Hispanic female**. She was chosen because she met the minimum and preferred qualifications.



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**8. Transfer and Articulation Program Director**

**Position Summary:** The position coordinates and supports transfer and articulation across and between the 17 CSCU institutions and with non-CSCU institutions, with primary focus on transfer within the CSCU system, in particular on the Board of Regents Transfer and Articulation Policy (TAP). The position will support student transfer to non-CSUC institutions through development and support of specific articulation agreements such as those within the New England Board of Higher Education’s “Independent College Transfer Guarantee.”

**This position was posted on the following sites:** ct.edu, and sent through the CSCU email system distribution list

**Minimum Qualifications:**

- Master’s degree in higher education or related field.
- A minimum of 5 years of experience in higher education, preferable transfer.
- Knowledge of best practices, current issues, and future trends in transfer in higher educations.
- Evidence of system participation in transfer initiatives, preferably directly involving the CUSC Transfer and Articulation Policy (TAP).
- Knowledge of Guided Pathway principles and practice.
- Ability to create and maintain strong relationships within a multi-dimensional environment.
- Excellent organizational, interpersonal, presentation, writing and editing skills.
- Ability to communicate effectively with diverse constituencies.
- Demonstrated evidence to meet timelines and be responsive to system and campus requests.
- Utmost discretion in dealing with confidential information.

**Applicant pool summary (bolded = goal candidates)**

Transfer and Articulation Program Director	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	F	M	F	M	F	U
Total Applicants	4	3	1	2	1	0	0	0	0	<b>1</b>	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Total Qualified	4	3	1	2	1	0	0	0	0	<b>1</b>	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	4	3	1	2	1	0	0	0	0	<b>1</b>	0	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	4	3	1	2	1	0	0	0	0	<b>1</b>	0	0	0	0	0	0
Offered	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

We four (4) applications for this position. Of which, there was 1AM goal candidate. Goals were previously achieved for WF, HM, and HF.

The 1AM was a finalist for the position however he was not chosen because of the following:

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- 1AM shared his commitment to transfer and his research-based knowledge about the outcomes for transfer students and the challenges they face. He had technical knowledge about how policies and practices affect transfer of community college students to four-year schools, he has done work with curriculum, and he knows how to do research about transfer. He was not selected based on having only three years of transfer experience at one institution and no community college experience. He did not have experience outside of his own institution and during the interview, he was unable to share his vision for the CT State Community College transfer process or the potential impact this position will have in this process.
- 1WM was chosen for the position because he demonstrated a broad knowledge about the current state of transfer in CT and at CSCU specifically. Due to his role as a transfer advisor for students from the community colleges to SCSU, he had on the ground knowledge of the transfer student's experience as well as the policies and practices that have an impact on that experience. He understood the landscape and has a clear vision for the position and the potential of the newly created Office of Transfer and Articulation. He served as one of the two student services representatives on that committee. He not only understood the constituencies and stakeholders involved, but also shared his understanding of transfer and articulation partnerships (TAP). He has been involved with TAP since its implementation began in earnest in 2014 (6 years' experience).

The region did not achieve a goal with the hire of this **White male**.

### 9. Human Resources Generalist

**Position Summary:** The Human Resources Generalist, under the leadership of the Director of HR Strategy, is accountable for providing on site human resources services to employees and coordinating with CSCU HR Shared Services Centers of Excellence (COE) to optimize service delivery for assigned campuses within a region. This position will collaborate with other parts of the Human Resources organization to ensure processes and programs are aligned with CSCU One-College goals and designed to deliver seamless and efficient service.

**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

#### **Minimum Qualifications:**

- Bachelor's degree in Human Resources, Business Management, Public Administration or related field and at least three (3) years' experience in the principles, practices and techniques of Human Resources.
- Considerable knowledge of and ability to apply management principles and techniques within a matrixed organization.
- Considerable knowledge of human resources administration, labor relations, relevant state and federal laws, regulations, policies and procedures, principles and practices of job classification and organizational design and human resources information systems.
- Considerable written and oral communications skills, interpersonal skills, and negotiation and

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conflict resolution skills.

- Considerable ability to analyze and interpret laws, regulations, policies and collective bargaining agreements, strategically plan including, succession planning and aligning human resources to agency goals and objectives and recommend and implement agency-wide policy.
- Experience working in a highly unionized environment
- Experience using an HRMS system such as Core-CT
- Experience in higher education (preferred)

#### Applicant pool summary (bolded = goal candidates)

Human Resources Generalist	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	107	20	87	11	37	1	13	1	11	<b>0</b>	<b>0</b>	0	0	7	26	0
Not Qualified	73	20	53	11	19	1	4	1	6	<b>0</b>	<b>0</b>	0	0	7	24	0
Total Qualified	34	0	34	0	18	0	9	0	5	<b>0</b>	<b>0</b>	0	0	0	2	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Qual. Rec. Interview	34	0	34	0	18	0	9	0	5	<b>0</b>	<b>0</b>	0	0	0	2	0
Withdrew	5	0	5	0	3	0	1	0	1	<b>0</b>	<b>0</b>	0	0	0	0	0
Interviewed	29	0	29	0	15	0	8	0	4	<b>0</b>	<b>0</b>	0	0	0	2	0
Offered	3	0	3	0	0	0	2	0	1	<b>0</b>	<b>0</b>	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Hired	3	0	3	0	0	0	2	0	1	<b>0</b>	<b>0</b>	0	0	0	0	0

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

We received one hundred and six (106) applications for this position. Of which, there was zero (0) OAM goal candidates. Goals were previously achieved for WF, HM, and HF.

The region did not achieve a goal with the hire of this **Hispanic female** and these (2) **Black females**. They were chosen because they met the minimum and preferred qualifications.

## 10. Director of Accounting

**Position Summary:** Under the general supervision of the Connecticut State Colleges and Universities (CSCU) Controller, the Director of Accounting is responsible for managing the CSCU Connecticut Community Colleges (CCC) System's shared services accounting department, including assisting the CSCU Controller with oversight of accounting policies and procedures, journal entries within the general ledger, internal and external financial reporting, audits conducted, accounting personnel serving the CCC System, and compliance related matters.

**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

**Minimum Qualifications:** Bachelor's Degree in accounting or related field required. A Certified Public Accountant (CPA), Master of Business Administration (MBA) or Master's Degree in accounting/finance administration is preferred.

- Six (6) years of progressive experience in accounting and financial management.
- Demonstrated ability to determine and apply professional accounting standards for the financial control of large, complex, multiple location organizations using computerized accounting systems.

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- Demonstrated ability to direct professional and para-professional accounting staff.
- Demonstrated ability to apply sound professional judgment and initiative.
- Advanced knowledge of Microsoft Office Suite, specifically the ability to manage communications and schedules through Microsoft Outlook, shape and interpret financial data within Microsoft Excel, and effectively present utilizing Microsoft PowerPoint.
- Functional knowledge of Generally Accepted Accounting Principles (GAAP) and the application of Government Accounting Standards Board (GASB) standards. Advanced knowledge of GAAP/GASB and experience preparing annual financial statements preferred.
- Advanced knowledge of the Ellucian Banner Finance system preferred.
- Experience with external and internal audits conducted under State, Federal and national frameworks preferred. Working or advanced knowledge of the CSU Community College system preferred.

#### **Applicant pool summary (bolded = goal candidates)**

Director of Accounting	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	7	1	6	1	3	0	1	0	1	<b>0</b>	1	0	0	0	0	0
Not Qualified	4	1	3	1	2	0	0	0	1	<b>0</b>	0	0	0	0	0	0
Total Qualified	3	0	3	0	1	0	1	0	0	<b>0</b>	1	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	3	0	3	0	1	0	1	0	0	<b>0</b>	1	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	3	0	3	0	1	0	1	0	0	<b>0</b>	1	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

We received seven (7) applications for this position. Of which, there was zero OAM goal candidates. Goals were previously achieved for WF, HM, and HF.

The region did not achieve a goal with the hire of this **White female**. She was chosen because she met the minimum and preferred qualifications.

### 11. Finance and Accounting Specialist

**Position Summary:** Responsible for accounting functions and financial reporting for the CSU System. Provide functional support using a wide variety of accounting and financial systems as assigned. Provide guidance to CSU institutions regarding accounting and reporting issues, and the appropriate use of automated financial systems to encourage consistent recording and reporting of financial transactions according to BOR policy, state and federal statutes.

**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSU email system distribution list

**Minimum Qualifications:** A Bachelor's degree in accounting or related field required. Minimum of three years' experience in accounting in a non-profit or public organization business office is required. Ability

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to use computer and associated software including Excel; strong oral and written communication skills; and considerable interpersonal skills are required. These qualifications may be waived for individuals with appropriate alternate experience.

**Applicant pool summary (bolded = goal candidates)**

Finance and Accounting Specialist	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	4	0	4	0	1	0	2	0	0	<b>0</b>	1	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Total Qualified	4	0	4	0	1	0	2	0	0	<b>0</b>	1	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	4	0	4	0	1	0	2	0	0	<b>0</b>	1	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	4	0	4	0	1	0	2	0	0	<b>0</b>	1	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

We received four (4) applications for this position. Of which, there was zero OAM goal candidates. Goals were previously achieved for WF, HM, and HF.

The region did not achieve a goal with the hire of this **White female**. She was chosen because she met the minimum and preferred qualifications.

**12. Director of Shared Services and Business Transformation**

**Position Summary:** Located in Hartford, CT, under the direction of the Vice President of Purchasing, the Director of Shared Services and Business Transformation will help execute the implementation and support the ongoing management of the CSCU’s efforts to implement a shared services organizational structure.

These efforts are intended to save system resources while creating a culture of customer service, responsiveness and efficiency. This position will coordinate business administrative transformation initiatives related to shared services in finance, procurement, and payroll, and will be charged with enhancing and optimizing services and reducing costs while balancing the needs and requirements of CSCU’s mission to support student success.

**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

**Minimum Qualifications:** A Bachelor’s degree in accounting, finance, business or public administration is required, an MBA or MPA is strongly preferred as well as Lean Six Sigma certification. Five (5) years of related experience in leading processes improvement initiatives and project management. Experience with financial and cost benefit analysis, leadership and supervisory experience that demonstrates willingness and the ability to foster an effective work environment that encourages teamwork, employee growth and development; excellent customer service skills with the demonstrated ability to balance the central office needs with customer needs; strong oral and written communication skills;

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very strong interpersonal skills are required. These qualifications may be waived for individuals with appropriate alternative experience.

**Applicant pool summary (bolded = goal candidates)**

Director of Shared Services and Business Transformation	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	F	M	F	M	F	U
Total Applicants	11	5	6	5	6	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Total Qualified	11	5	6	5	6	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	11	5	6	5	6	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	11	5	6	5	6	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

We received eleven (11) applications for this position. Of which, there was zero OAM goal candidates. Goals were previously achieved for WF, HM, and HF.

The region did not achieve a goal with the hire of this **White female**. She was chosen because she met the minimum and preferred qualifications.

### 13. Procurement Strategic Analyst

**Applicant pool summary (bolded = goal candidates)**

Procurement Strategic Analyst	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	F	M	F	M	F	U
Total Applicants	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Total Qualified	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

This position was posted by SUOAF internally and there was one candidate.

The region did not achieve a goal with the hire of this **White female**. She was chosen because she met the minimum and preferred qualifications.

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**14. Grant Research Analyst**

**Position Summary:** This position is responsible for assisting with the maintenance and collection of data preparation of budgets and fiscal reports for new grant proposals, as well as existing grants, assisting with preparation of financial data and student data, and working with college and university and other grant partners to provide technical assistance and resolve issues related to budgets and planning. Assists with data gathering for analysis and reporting, as required.

**Position Responsibilities:**

Provides primary data and research support for grants, including:

- Assisting with the development, implementation and monitoring of the system and procedures for collecting and tracking grant-related data, both regarding implementation progress and participant level data
- Assisting with the gathering of data, as required, for the filing of quarterly fiscal and programmatic reports with the US Department of Labor; analyzing reports from grant partners to ensure accuracy and completeness; working with grant partners, as needed, to supplement information collected or resolve any issues; compiling quarterly reports for the Project Director
- Providing technical assistance and support to grant partners
- Data analysis and identification of effective practices, lessons learned and recommendations for improving grant processes and procedures
- Collecting data across grant partners to ensure accurate and consistent recording and reporting in US Department of Labor and other reports
- Organizing data and information to facilitate analysis and reporting
- Periodic monitoring of grant partner data management
- Assisting in preparation of US Department of Labor Quarterly and other reports
- Overseeing preparation of data for US Department of Labor site visit
- Preparing grant progress reports
- Working with third party evaluator to assist in evaluation of initiative
- Working, as needed, with US Department of Labor National Third-Party Evaluator
- Maintaining accurate year-to-date data regarding participants and other outcome measures
- Performing other related duties which do not alter the basic level of responsibility of the position

**Qualifications:**

- Three years of experience providing data analysis and research support, as well as coordinating aspects of grants, projects, or programs; or other relevant work experience
- Bachelor's degree, preferably in Business, Education, or Accounting; relevant experience may be substituted
- Excellent organizational skills and attention to detail
- MS Office proficiency
- Experience with graphics software and dashboards

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- Effective oral and written communication
- Strong interpersonal skills
- Ability to prioritize projects with strong problem-solving skills
- Ability to balance taking initiative and taking the time to ask clarifying questions
- Strong computer skills with a working knowledge of spreadsheets, database applications, and word processing
- Grant support and management experience preferred
- Proficiency with Blackboard and Banner preferred

#### Applicant pool summary (bolded = goal candidates)

Grant Research Analyst	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	11	3	8	2	5	0	2	0	0	<b>0</b>	<b>0</b>	0	0	1	1	0
Not Qualified	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Total Qualified	11	3	8	2	5	0	2	0	0	<b>0</b>	<b>0</b>	0	0	1	1	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Qual. Rec. Interview	11	3	8	2	5	0	2	0	0	<b>0</b>	<b>0</b>	0	0	1	1	0
Withdraw	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Interviewed	11	3	8	2	5	0	2	0	0	<b>0</b>	<b>0</b>	0	0	1	1	0
Offered	1	0	1	0	0	0	1	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Hired	1	0	1	0	0	0	1	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0

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

We received eleven (11) applications for this position. Of which, there was zero OAM goal candidates. Goals were previously achieved for WF, HM, and HF.

The region did not achieve a goal with the hire of this **Black female**. She was chosen because she met the minimum and preferred qualifications.

### 15. Director of Finance and System Support

**Position Summary:** Located in Hartford, CT, this Director of Finance & Accounting position is responsible for the overall direction and supervision of the CSCU community college finance and accounting operations, including oversight of accounting policies and procedures, journal entries within the general ledger, internal and external financial reporting, completion of audits and compliance related matters. The incumbent will be considered a lead agent on various finance initiatives and responsible for maintaining a structure which promotes sound fiscal management across the Community College system with extensions out to the Universities and Charter Oak State College. The roles and responsibilities of this position may evolve over time and adapt to structural changes which may be made in the next few years.

**Supervisory and Other Relationships:** The Director of Finance & Accounting reports to the CSCU Controller who, in turn, reports to the CSCU Chief Financial Officer. This position is responsible for the management of financial reporting and accounting full-time and part-time personnel serving the CSCU community college and may also direct part-time student workers.



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**Essential Duties and Major Accountabilities:** Manage the CSCU Finance & Accounting Office and supervises department staff. Ensure that all essential monthly accounting control functions are accomplished including all necessary reconciliations. Furnish training to staff as required, and develop and provide reporting tools on a monthly basis. Incumbent may be required to present information on a formal basis to executives or outside professionals.

#### **Accounting:**

- Develop and manage the establishment, promulgation and adoption of consistent system-wide accounting policy and procedures. This includes such actions as developing and disseminating guidelines and instructions, providing additional guidance to financial officers of colleges, universities and System Office staff on proper accounting procedures, reviewing System-wide accounting entries for soundness, reasonableness, and accuracy, consulting with colleges and universities' financial staff on accounting policy and procedure, and presenting financial reports as needed to senior management, the Board of Regents and other state fiscal oversight bodies.
- Develop and manage the proper accounting treatment for transaction; maintaining the general ledger, and administering and supervising accurate monthly reporting.
- Assist in leading the development of system-wide finance processes and the implementation of system-wide finance systems. Manage finance system set-up and security access to system office-managed finance systems.
- Provide finance and system support to community college campuses including; documentation, directions and training. Identify system enhancements to programs, reports and queries. In coordination with IT, write functional specifications to program, test, implement changes and manage and monitor finance system interfaces with both internal and external systems.

#### **Financial Reporting:**

- Develop, prepare, and present complex analyses, reports and financial statements on areas of financial and fiscal control, such as cash projections, debt management, financial aid, and applicable changes in tax code.
- Lead system wide task forces and committees as appropriate. Research and respond to various requests for information from internal and external contacts.
- Develop and manage reporting to other outside agencies, such as the Department of Higher Education, Department of Administrative Services, the Office of the State Comptroller and other external entities as necessary. Ensure that accurate and consistent data and accounting treatments are applied for all reports. Oversee and develop staff in the in-depth analysis of System wide reports.

#### **Audit & Compliance:**

- Manage the CSCU community college annual financial audit. This includes providing education and guidance to the financial officers of the universities/colleges on required submissions to outside auditors, development of System wide entries and analysis, and the timely closing of entries and the application of consistent accounting throughout the System.

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#### Initiatives:

- Assist in identifying, developing and leading system wide efficiency initiatives related to the finance and accounting functions and support the CSCU Controller in the management and coordination of large complex projects. Work with a diverse set of stakeholders to develop consensus and achieve identified goals.

#### Minimum Qualifications:

- Bachelor's level degree in accounting, finance, business or public administration required. Master's degree preferred.
- Seven years of progressive experience in accounting and financial management.
- Demonstrated ability to determine and apply professional accounting standards for the financial control of large, complex, multiple location organizations using computerized accounting systems.
- Demonstrated ability to direct professional and para-professional accounting staff.
- Demonstrated ability to apply sound professional judgment and initiative.
- Advanced knowledge of Microsoft Office Suite, specifically the ability to manage communications and schedules through Microsoft Outlook, shape and interpret financial data within Microsoft Excel, and effectively present utilizing Microsoft PowerPoint.
- Functional knowledge of Generally Accepted Accounting Principles (GAAP) and the application of Government Accounting Standards Board (GASB) standards. Advanced knowledge of GAAP/GASB and experience preparing annual financial statements preferred.
- Advanced knowledge of the Ellucian Banner Finance system preferred.
- Experience with external and internal audits conducted under State, Federal and national frameworks preferred.
- Working or advanced knowledge of the CSCU system preferred.

#### Applicant pool summary (bolded = goal candidates)

Director of Finance and System Support	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	6	3	3	3	2	0	0	0	1	<b>0</b>	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0	0
Total Qualified	6	3	3	3	2	0	0	0	1	<b>0</b>	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0	0
Qual. Rec. Interview	6	3	3	3	2	0	0	0	1	<b>0</b>	0	0	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0	0
Interviewed	6	3	3	3	2	0	0	0	1	<b>0</b>	0	0	0	0	0	0	0
Offered	1	0	1	0	0	0	0	0	1	<b>0</b>	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0	0
Hired	1	0	1	0	0	0	0	0	1	<b>0</b>	0	0	0	0	0	0	0

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

We received eleven (11) applications for this position. Of which, there was zero 0AM goal candidates. Goals were previously achieved for WF, HM, and HF.

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The region did not achieve a goal with the hire of this **Hispanic female**. She was chosen because she met the minimum and preferred qualifications.

### 16. Associate Director of Board Affairs

**Position Summary:** This position plans, coordinates, and facilitates the work of the Board of Regents (BOR) for Higher Education to enable it to govern effectively the CSCU system.

**Supervision Exercised:** Reports directly to the CSCU Chief of Staff. The position supervises the work of support staff as assigned.

#### **Essential Duties:**

##### **Governance Oversight, Support, and Planning:**

- Maintains a broad, high-level view of the CSCU system and the Board's stewardship of the system in order to contribute effectively to the work for the Board.
- Facilitates effective governance with long-range planning, communication, and problem-solving on significant issues and challenges facing the Board.
- Maintains confidentiality with highly sensitive information related to CSCU matters, senior official and Board operations.
- Supports the Regents' decision-making process by ensuring that members have the necessary information on issues to engage in substantive discussions and to make decisions. Investigates and conducts independent research and analysis in providing information to the Board.
- Ensures that the Board's activities comply with all pertinent legal guidelines and conform to sound governance practices by engaging in regular consultation with CSCU Legal Counsel.
- Provides orientation of new Regents and coordinating Board evaluations and retreats.
- Provides support to the Board for presidential searches.
- Gives legal notice of all meetings of the Board of Regents and its committees, fully supporting CSCU's public transparency requirements.
- Records and keeps minutes of the proceedings of the Board and all committees ensuring that proper signatures are affixed to resolutions and proper documentation is prepared for all official actions.
- As custodian of official Board records, publishes, maintains and archives official documents such as minutes, resolutions, and policies, which requires the incumbent to interpret resolutions and to edit and revise these policy statements for consistency as appropriate.
- Produces correspondence and other written materials, representing the Board or CSCU President as appropriate; responds (verbally or in writing) to inquiries from varied individuals and organizations requiring interpretation and application of appropriate policies and procedures.

##### **Expert-level Administrative Support for all Board meetings:**

- Provides a full range of general administrative support to the Board and the Chair including planning, preparation, and support for all Board and committee meetings and events.
- Coordinates material provided to the Board for action and information items in connection with Board meetings. This involves reviewing information and meeting materials for accuracy and compliance with policy such as draft agendas, resolutions, reports, and supporting documents and providing direction for revisions as appropriate.

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- Ensures appropriate follow-up on items resulting from Board and committee meetings to successful completion by working with Executive Staff members assigned to committees and reporting such actions to the CSCU President as appropriate.
- Actively participates in planning future Board meetings focusing on priorities and content by setting an annual draft of board agenda topics and participating in setting board meeting agendas.

#### **Budget Responsibilities**

- Administers the annual budget for Board activities, ensuring expenditures are approved according to policies and guidelines.

#### **External and Internal Liaison and Adviser**

- Serves as a primary liaison between Regents and the CSCU institutions.
- Communicate regularly with the Board Chair and the CSCU President to ensure that they are kept informed and up to date on all board member initiatives, timelines, and tasks.
- Participates in administrative workgroups that include Regents as members as requested or required to provide support to the Regents.
- Advises the Regents and CSCU leadership and staff regarding Board policies and procedures.
- Serves as ambassador to the Regents, responding to communications and events on behalf of the Board and its members.

#### **Special Programs/Initiatives Leadership**

- Assists in the execution of Board-related projects, initiatives and mandates to further the Board's fulfillment of its governance responsibilities.
- Research best practices of comparable Boards as requested for specific projects.

#### **Qualifications:**

- Demonstrated ability to manage multiple projects and duties simultaneously, while paying careful attention to details and meeting deadlines. Demonstrated ability to resolve both routine and complex problems independently, with minimal consultation with supervisor.
- Knowledge of governance practices, Freedom of Information obligations and Robert's Rules of Order, along with a commitment to organizational effectiveness, preferably in a higher-education environment.
- These skills and abilities typically are acquired through a combination of education and training, which includes experience working in a board professional role or as a high-level executive assistant, for a total of not less than five years.
- Minimum education: Bachelor's degree or equivalent experience.
- Master's degree in relevant discipline preferred.

**Work Environment:** Incumbents typically perform their work in offices. The work involves extensive use of personal computers, but does not, normally, involve any significant physical effort. Reasonable accommodation will be made for incumbents and candidates with physical limitations.

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**Applicant pool summary (bolded = goal candidates)**

Associate Director of Board of Affairs	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	35	13	21	6	13	2	3	3	1	<b>0</b>	0	0	0	2	4	1
Not Qualified	25	9	15	5	10	1	2	2	1	<b>0</b>	0	0	0	1	2	1
Total Qualified	10	4	6	1	3	1	1	1	0	<b>0</b>	0	0	0	1	2	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	10	4	6	1	3	1	1	1	0	<b>0</b>	0	0	0	1	2	0
Withdrew	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	10	4	6	1	3	1	1	1	0	<b>0</b>	0	0	0	1	2	0
Offered	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

We received thirty-five (35) applications for this position. Of which, there was zero OAM goal candidates. Goals were previously achieved for WF, HM, and HF.

The region did not achieve a goal with the hire of this **White female**. She was chosen because she met the minimum and preferred qualifications.

### 17. Gear UP Project Director

**Position Summary:** Oversees 7-year, \$25.8 million GEAR UP grant in Connecticut in collaboration with Manchester, Middlesex and Naugatuck Valley Community Colleges and the East Hartford, Meriden and Waterbury Public Schools.

**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

**Minimum Qualifications:**

- Four (4) years budgeting and fiscal experience with three (3) years of progressively more responsible project management experience
- Bachelor’s degree required, Master’s preferred; relevant leadership experience may be substituted
- Demonstrated experience in higher education management, preferably to include community colleges and/or significant experience in managing large-scale projects involving partnerships with higher education institutions
- Demonstrated administrative and/or management experience in K-12 education
- Demonstrated experience in grants management, preferably with USDOL or other federal agencies and involving multiple, diverse partners
- Excellent written and oral communication skills
- Demonstrated experience in effective management of multiple, competing priorities
- Ability to meet deadlines
- Information technology literacy skills
- Strong customer service skills
- Knowledge of state, federal and local funding guidelines preferred
- Experience with college access programs, college readiness initiatives or other programming for K-12

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preferred

**Applicant pool summary (bolded = goal candidates)**

GEAR UP Project Director	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	19	5	14	2	9	3	1	0	0	<b>0</b>	<b>0</b>	0	0	0	4	0
Not Qualified	11	4	7	2	3	2	1	0	0	<b>0</b>	<b>0</b>	0	0	0	3	0
Total Qualified	8	1	7	0	6	1	0	0	0	<b>0</b>	<b>0</b>	0	0	0	1	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Qual. Rec. Interview	8	1	7	0	6	1	0	0	0	<b>0</b>	<b>0</b>	0	0	0	1	0
Withdrew	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Interviewed	8	1	7	0	6	1	0	0	0	<b>0</b>	<b>0</b>	0	0	0	1	0
Offered	1	0	1	0	1	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	<b>0</b>	<b>0</b>	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 zero OAM goal candidates. Goals were previously achieved for WF, HM, and HF.

The region did not achieve a goal with the hire of this **White female**. She was chosen because she met the minimum and preferred qualifications.

**18. HR Data Specialist**

**Position Summary:** The Human Resources (HR) Data Specialist, under the supervision of the HR Data Analyst, is accountable for performing the transactional management, analysis, and review of the CORE-CT Human Resources Management System (HRMS) and Enterprise Performance Management (EPM) for twelve community college campuses, Charter Oak State College, and the System Office representing 6400+ non-represented Management/Confidential, unclassified and classified bargaining unit employees in the Connecticut State Colleges & Universities (CSCU) System.

**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

**Minimum Qualifications:** Associate’s Degree in Human Resources Management, Business Management, Public Administration, or a related field and at least one to three (1-3) years’ prior experience in the principles, practices, and techniques of Human Resources or data analysis.

**Preferred Qualifications:**

- Knowledge of CORE-CT HRMS and EPM/STARS.
- Ability to utilize technology to access and analyze data and maintain records. Demonstrated strong proficiency in the use and application of MS-Excel.
- Ability to work with technical and non-technical personnel at various levels of the CSCU organization and communicate technical information in a clear and concise manner with demonstrated ability to modify content based on the audience.

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- Strong interpersonal, oral, and written communication skills, with the ability to deal effectively with a wide variety of individuals from diverse backgrounds and provide quality customer service.
- Strong problem-solving skills including the ability to collect and analyze information.
- Ability to interact with cross functional teams to exchange information, share ideas, and create a positive and productive team dynamic.
- Ability to maintain confidentiality.

#### Applicant pool summary (bolded = goal candidates)

HR Data Specialist	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	47	12	35	5	15	3	8	2	4	<b>1</b>	6	1	1	0	1	0
Not Qualified	35	8	27	4	11	2	6	0	3	<b>1</b>	5	1	1	0	1	0
Total Qualified	12	4	8	1	4	1	2	2	1	<b>0</b>	1	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	12	4	8	1	4	1	2	2	1	<b>0</b>	1	0	0	0	0	0
Withdraw	3	0	3	0	3	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	9	4	5	1	1	1	2	2	1	<b>0</b>	1	0	0	0	0	0
Offered	2	0	2	0	1	0	1	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	2	0	2	0	1	0	1	0	0	<b>0</b>	0	0	0	0	0	0

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

We received forty-seven (47) applications for this position. Of which, there was 1AM goal candidates. Goals were previously achieved for WF, HM, and HF.

Of the one forty-seven (47) applicants there were thirty-five (35) who were not qualified including 1AM.

- 1AM did not possess at least one to three (1-3) years' prior experience in the principles, practices, and techniques of Human Resources or data analysis or knowledge of CORE-CT HRMS and EPM/STARS

The region did not achieve a goal with the hire of this **White female and Black female**.

- 1WF was chosen because of her expressed ability to learn quickly and "teach yourself" attitude, system conversion experience, and explained that she problem solves by looking things up and trying to figure it out on her own when no one else is able to help (google, etc.)
- 1BF was chosen because she was working in the exact same role as what she was interviewing for. She has HRIS experience and describer her high-volume processing experience. She demonstrated during her interview that she researched Core-CT.

## 19. Equal Employment Specialist

**Position Summary:** Reporting to the Director of Diversity and Inclusion, the Equal Employment Opportunity Specialist assists with managing the affirmative action plans, performing complex tasks and creating programs contributing to matters of equality, diversity, inclusion, affirmative action and equal employment opportunity for the twelve (12) Connecticut Community Colleges that serve more than 80,000 students.

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**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

**Minimum Qualifications:** Bachelor’s degree in human resources management, public administration, or a closely related field, and a minimum of three (3) years of professional experience working as part of an Affirmative Action or Equal Employment Opportunity program.

**Preferred Qualifications:**

- Demonstrated experience in the assistance of preparation of Affirmative Action Plans; Demonstrated knowledge and understanding of Connecticut human rights, equal opportunity; rights of people with disabilities, multicultural and diversity issues;
- Experience assisting in the development of multicultural programs, diversity awareness programs;
- Knowledge of federal, state and local laws and regulations related to diversity and equity;
- Excellent listening, verbal and written communication skills and ability to convey complex information in a clear and concise manner appropriate to the audience, including speaking and formal presentations.
- Higher education environment experience is highly desirable.

**Applicant pool summary (bolded = goal candidates)**

Equal Employment Specialist	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	59	20	38	5	6	9	12	4	11	<b>0</b>	2	2	2	0	5	1
Not Qualified	53	19	33	5	6	8	9	4	11	<b>0</b>	1	2	1	0	5	1
Total Qualified	6	1	5	0	0	1	3	0	0	<b>0</b>	1	0	1	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	6	1	5	0	0	1	3	0	0	<b>0</b>	1	0	1	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	6	1	5	0	0	1	3	0	0	<b>0</b>	1	0	1	0	0	0
Offered	1	0	1	0	0	0	0	0	0	<b>0</b>	0	0	1	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	0	0	0	0	0	<b>0</b>	0	0	1	0	0	0

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

We received forty-seven (47) applications for this position. Of which, there was 0AM goal candidates. Goals were previously achieved for WF, HM, and HF.

The region did not achieve a goal with the hire of the **Two or More female**; however, she met both the minimum and preferred qualifications.

## 20. Manager of Equal Employment

**Position Summary:** CT State Colleges and Universities (CSCU) consists of 12 community college campuses four (4) 4-year universities and Charter Oak State College. The Connecticut State Colleges & Universities (CSCU) provide affordable, innovative and rigorous programs for students to achieve their personal and career goals as well as contribute to the economic growth of Connecticut. The CSCU serves a diverse population of faculty, professional staff, support staff, and student employees represented by several collective bargaining agreements. The Manager of Equal Employment Opportunity provides a full



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range of administrative services needed to contribute to the effective management of the Affirmative Action, Equal Employment Opportunity, Diversity, Inclusion, Staff Development and Title IX job responsibilities for those institutions within HR Shared Services: The Community Colleges Charter Oak and the System Office.

Under the direction of the Director of Equal Employment Opportunity, the role of the Manager of Equal Employment Opportunity is to develop, prepare, and monitor the annual Affirmative Action Plans and related programs for the Shoreline West, Northwest and Capital Regions within the CT State Community College. The Manager of Equal Employment Opportunity oversees the full array of equal employment, affirmative action and equity duties in support of the assigned regions and serves as the Equal Employment Opportunity Officer for each region and in this capacity shall report to the regional presidents on these matters.

**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

#### Minimum Qualifications:

Incumbents must possess proven ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff, and students. 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.)

#### Preferred Qualifications:

- CT Affirmative Action Regulations and the creation and implementation of affirmative action plans and programs
- Use data to drive organizational change.
- Experience conducting discrimination and sexual harassment investigations.
- Providing leadership insight as a subject matter expert on Equal Employment Opportunity Compliance
- The ADA, including the interactive process and the providing of reasonable accommodations.
- Employment practices related to civil rights, equal employment opportunity or affirmative action plans and programs.

#### Applicant pool summary (bolded = goal candidates)

Manager of Equal Employment	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	21	10	9	3	1	3	4	2	3	<b>0</b>	<b>1</b>	2	0	0	0	2
Not Qualified	15	8	5	2	1	3	1	1	2	<b>0</b>	<b>1</b>	2	0	0	0	2
Total Qualified	6	2	4	1	0	0	3	1	1	<b>0</b>	<b>0</b>	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Qual. Rec. Interview	6	2	4	1	0	0	3	1	1	<b>0</b>	<b>0</b>	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Interviewed	6	2	4	1	0	0	3	1	1	<b>0</b>	<b>0</b>	0	0	0	0	0
Offered	1	0	1	0	0	0	1	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Hired	1	0	1	0	0	0	1	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0

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

We received twenty-one (21) applications for this position. Of which, there were OAM goal candidates. Goals were previously achieved for WF, HM, and HF.

The region did not achieve a goal with the hire of the **Black Female**; however, she met both the minimum and preferred qualifications.

#### 21. Director of Facilities, Planning, and Engineering

**Position Summary:** Responsible for managing the CSCU capital projects program, minor capital renovations, and internal construction projects. Also responsible for recommending and implementing projects which support the campus facilities master plan and energy management programs, while also monitoring construction projects being supported by the State Department of Construction Services.

**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

#### **Minimum Qualifications:**

Bachelor's degree in architecture, engineering, or a related field and six (6) years of progressively responsible experience in facilities planning and management, preferably in educational facilities.

#### **Preferred Qualifications:**

- Experience interacting with State agencies governing capital projects (i.e., DCS, OPM, OSBI) is desirable.
- Broad knowledge of physical plant operations including: building and grounds design and repair, mechanical, electrical and conveyance systems, building and life safety code conformance and ADA requirements.
- License to practice architecture or be a professional engineer in the State of Connecticut is preferred.
- Ability to work as part of a diverse team to achieve goals established by the institution.
- Confident and professional communicator, ability to harness the power of positive messaging, and a keen sense of customer support.
- Broad working knowledge of CAD, Revit and BIM.

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**Applicant pool summary (bolded = goal candidates)**

Director of Facilities, Planning, and Engineering	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	54	44	6	34	3	2	2	4	0	<b>3</b>	0	0	1	1	0	4
Not Qualified	39	33	4	26	1	1	2	3	0	<b>2</b>	0	0	1	1	0	2
Total Qualified	15	11	2	8	2	1	0	1	0	<b>1</b>	0	0	0	0	0	2
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	15	11	2	8	2	1	0	1	0	<b>1</b>	0	0	0	0	0	2
Withdraw	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	14	10	2	7	2	1	0	1	0	<b>1</b>	0	0	0	0	0	2
Offered	5	5	0	3	0	1	0	0	0	<b>1</b>	0	0	0	0	0	0
Not Accepted	3	3	0	2	0	0	0	0	0	<b>1</b>	0	0	0	0	0	0
Hired	2	2	0	1	0	1	0	0	0	<b>0</b>	0	0	0	0	0	0

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

We received fifty-four(54) applications for this position. Of which, there were 3AM goal candidates. Goals were previously achieved for WF, HM, and HF.

Of the fifty-four (54) applicants, thirty-nine (39) applicants did not meet the minimum requirements. Of these, there were 2AM goal candidates.

- 2AM did not possess Bachelor’s degrees in architecture, engineering, or a related field and six (6) years of progressively responsible experience in facilities planning and management, preferably in educational facilities.

Of the fifteen (15) applicants who were deemed qualified as they met the minimum and preferred qualifications, fifteen (15) were offered an interview, including 1AM.

- 1AM was offered the position but declined the offer.

The Region did not meet a goal with the hire of this **White male and Black male** however, both candidates met the minimum and preferred qualifications.

## 22. Financial Services Specialist

**Position Summary:** Responsible for providing and maintaining specialized functional expertise using a wide variety of accounting and financial systems including but not limited to Purchasing, Accounts Payable, Accounts Receivable, and federal and state tax reporting. Finance user support role to CSCU System. Provide guidance, develop documentation and provides functional training to support Finance, accounting and purchasing, to encourage consistent recording and reporting of financial transactions according to BOR, state and federal statutes. May provide system setup and finance system security and access.

**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

### Minimum Qualifications:

Bachelor’s degree in accounting, finance, or business administration required.

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#### Preferred Qualifications:

- Experience and training which includes financial management or a relevant business or public administration concentration, together with three or more year's related experience in accounting or finance.;
- Related experience in the evaluation and functional support for a wide variety of accounting and financial systems.;
- Ability to use computers and associated software
- Strong oral and written communication skills; and
- Considerable interpersonal skills.

#### Applicant pool summary (bolded = goal candidates)

Financial Services Specialist	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	33	9	24	4	6	4	5	1	4	<b>0</b>	5	0	2	0	2	0
Not Qualified	24	6	18	3	6	3	2	0	3	<b>0</b>	4	0	2	0	1	0
Total Qualified	9	3	6	1	0	1	3	1	1	<b>0</b>	1	0	0	0	1	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	9	3	6	1	0	1	3	1	1	<b>0</b>	1	0	0	0	1	0
Withdraw	1	1	0	0	0	0	0	1	0	<b>0</b>	0	0	0	0	0	0
Interviewed	8	2	6	1	0	1	3	0	1	<b>0</b>	1	0	0	0	1	0
Offered	3	1	2	1	0	0	1	0	1	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	3	1	2	1	0	0	1	0	1	<b>0</b>	0	0	0	0	0	0

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

We received thirty-three (33) applications for this position. Of which, 0AM goal candidates. Previous goals for WF, HM, and HF were achieved.

The region did not achieve a goal with the hire of the **White male, Black Female, and Hispanic Female**; however, all of the candidates met the minimum and preferred qualifications.

### 23. Systems Librarian for Consortium

**Position Summary:** Under the direction of the Program Manager for Library Consortium Operations, the Systems Librarian for Consortium Operations serves the Connecticut State Colleges & Universities (CSCU) Library Consortium, which includes the libraries of the CSCU system along with the Connecticut State Library. The Systems Librarian for Consortium Operations works collegially to advance functional leadership and technical support in planning, implementing, maintaining, and assessing systems, applications, and services that enable the CSCU Library Consortium to further realize its mission and strategic objectives.

**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

#### Minimum Qualifications:

A Master's degree in Library and Information Science from a program accredited by the American Library Association is required, together with three (3) or more years of library system administration

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experience with an academic library, library consortium, or private firm with an academic library focus.

#### Preferred Qualifications:

- Experience managing collections and services in Alma.
- Experience managing collections and services in an Alma Network Zone.
- Experience managing Primo interface and services.
- Experience administering Springshare systems.
- Experience administering electronic resource authentication through EZproxy.
- Experience integrating library systems with other enterprise applications.
- Experience with project management.
- Experience providing library personnel and users with technical support.

#### Applicant pool summary (bolded = goal candidates)

Systems Librarian for the Consortium	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown			
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	<b>F</b>	M	F	M	F	U	
Total Applicants	19	8	4	5	3	0	1	0	0	<b>3</b>	0	0	0	0	0	0	7
Not Qualified	11	5	3	3	2	0	1	0	0	<b>2</b>	0	0	0	0	0	0	3
Total Qualified	8	3	1	2	1	0	0	0	0	<b>1</b>	0	0	0	0	0	0	4
Qual. No Interview	1	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0	1
Qual. Rec. Interview	7	3	1	2	1	0	0	0	0	<b>1</b>	0	0	0	0	0	0	3
Withdraw	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0	0
Interviewed	6	3	0	2	0	0	0	0	0	<b>1</b>	0	0	0	0	0	0	3
Offered	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0	0
Hired	1	1	0	1	0	0	0	0	0	<b>0</b>	0	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 3AM goal candidates. Previous goals for WF, HM, and HF were achieved.

Of the nineteen (19) applicants, eleven (11) applicants did not meet the minimum requirements. Of these, there was 2AM goal candidates.

- 2AM did not possess a Master's degree in Library and Information Science from a program accredited by the American Library Association.

Of the remaining seven (7) applicants deemed qualified as they met the minimum and preferred qualifications, seven (7) were offered interviews, including 1AM goal candidate.

- 1AM was not chosen because of the following: 1AM was not chosen because he did not have experience managing access to licensed electronic resources and experience managing library services in a consortium. He provided no details in response to interview questions. For examples, he did not present a specific example of a time in which he dealt with a difficult person. Additionally, he did not submit a complete application as he did provide the required three references.
- The region did not achieve a goal with hire of the **White male**. This 1WM was chosen because he shared his experiences with and expertise concerning library systems relevant to the position and had working knowledge with Alma/Primo. Through his responses, he identified the connections between system librarianship and advancement of equity and student success, and provided

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examples of how he has applied his skills as a systems librarian to advance equity and student success. He has experience applying systems librarian skills to build collections and demonstrated creativity and ingenuity in service of students.

#### 24. Accounts Payable Manager

**Position summary:** Under the general direction of the VP of Purchasing and Shared Services or designee, this position will provide excellent customer service and manage all activities in the accounts payable function under the Shared Service Organization (SSO) for all participating institutions that comprise the Connecticut State Colleges and Universities (CSCU). Primary responsibilities of the Accounts Payable Manager are to ensure timely payments of vendor invoices and payments and maintains accurate records.

**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

**Minimum Qualifications:** Bachelor's degree.

**Preferred Qualifications:**

- Five years of direct experience in AP
- Three years of experience supervising a team
- Demonstrated experience using an ERP to process Accounts Payable transactions
- Extremely customer focused and excellent client relationship skills
- Strong personal computer and business solutions software skills
- Proficiency in MS Office Suite
- Experience working with generally accepted accounting principles and accounting software
- Excellent written and verbal communication skills for communicating with support personnel and management
- Strong analytical and problem-solving skills
- Good planning and organizational skills to balance and prioritize work
- Works well in a team environment

**Applicant pool summary (bolded = goal candidates)**

Accounts Payable Manager	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	11	4	7	1	3	2	0	0	1	<b>0</b>	1	0	0	1	2	0
Not Qualified	8	3	5	0	2	2	0	0	1	<b>0</b>	0	0	0	1	2	0
Total Qualified	3	1	2	1	1	0	0	0	0	<b>0</b>	1	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	3	1	2	1	1	0	0	0	0	<b>0</b>	1	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	3	1	2	1	1	0	0	0	0	<b>0</b>	1	0	0	0	0	0
Offered	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

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We received eleven (11) applications for this position. Of which, there were OAM goal candidates. Goals were previously achieved for WF, HM, and HF.

The Region did not meet a goal with the hire of this **White male** but was chosen because he met both the minimum and preferred qualifications.

#### 25. HR Data Specialist

**Position Summary:** The Human Resources (HR) Data Specialist, under the supervision of the HR Data Analyst, is accountable for performing the transactional management, analysis, and review of the CORE-CT Human Resources Management System (HRMS) and Enterprise Performance Management (EPM) for twelve community college campuses, Charter Oak State College, and the System Office representing 6400+ non-represented Management/Confidential, unclassified and classified bargaining unit employees in the Connecticut State Colleges & Universities (CSCU) System.

**This position was posted on the following sites:** LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

**Minimum Qualifications:** Associate's Degree in Human Resources Management, Business Management, Public Administration, or a related field and at least one to three (1-3) years' prior experience in the principles, practices, and techniques of Human Resources or data analysis.

#### **Preferred Qualifications:**

- Knowledge of CORE-CT HRMS and EPM/STARS.
- Ability to utilize technology to access and analyze data and maintain records. Demonstrated strong proficiency in the use and application of MS-Excel.
- Ability to work with technical and non-technical personnel at various levels of the CSCU organization and communicate technical information in a clear and concise manner with demonstrated ability to modify content based on the audience.
- Strong interpersonal, oral, and written communication skills, with the ability to deal effectively with a wide variety of individuals from diverse backgrounds and provide quality customer service.
- Strong problem-solving skills including the ability to collect and analyze information.
- Ability to interact with cross functional teams to exchange information, share ideas, and create a positive and productive team dynamic.
- Ability to maintain confidentiality.
- Experience with multi-tasking and prioritizing student, faculty, staff initiatives along with community outreach to area high school transition counselors and agencies supporting students with disabilities.
- Participation in higher education professional organizations and professional development opportunities.

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**Applicant pool summary (bolded = goal candidates)**

HR Data Specialist	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	21	6	15	5	6	0	4	0	1	<b>0</b>	1	1	1	0	2	0
Not Qualified	15	4	11	3	4	0	3	0	0	<b>0</b>	1	1	1	0	2	0
Total Qualified	6	2	4	2	2	0	1	0	1	<b>0</b>	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	6	2	4	2	2	0	1	0	1	<b>0</b>	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	6	2	4	2	2	0	1	0	1	<b>0</b>	0	0	0	0	0	0
Offered	3	0	3	0	2	0	0	0	1	<b>0</b>	0	0	0	0	0	0
Not Accepted	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	2	0	2	0	1	0	0	0	1	<b>0</b>	0	0	0	0	0	0

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

We received twenty-one (21) applications for this position. Of which, there were 0AM goal candidates. The Region did not meet a goal with the hire of this **White female and Hispanic Female** but was chosen because they met both the minimum and preferred qualifications.

**26. Director of Communications and Strategic Marketing**

**Position Summary:** The Director of Communications and Strategic Marketing is a cabinet-level position, serving as the strategic advisor to the Connecticut State Community College President and management team with respect to marketing and public relations, and is the point-person for public and media relations. Serves as the spokesperson to the public regarding union and collective bargaining issues. Mange communication regarding Collective bargaining and union relationship issues as they arise. The Director is responsible for the development and implementation of a comprehensive program of marketing and public relations for the college, consistent with college and system strategic planning goals and objectives. The Director is responsible for the overall coordination of marketing, communications – both internal and external, press and public relations, advertising, print, television and radio promotions, website design, social media, as well as the production of marketing materials. Management/Confidential employees 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, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

**Minimum Qualifications:** Bachelor’s degree in Marketing or related field required with five (5) years of professional experience.

**Preferred Qualifications:**

- Professional practice of journalism, advertising, marketing and public relations.
- Copy writing, graphic design, desk top publishing technology and printing production.



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- Social media management.
- Budget management.
- Presentation skills.

**Applicant pool summary (bolded = goal candidates)**

Director of Communications and Strategic Marketing	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	60	33	26	30	21	2	4	1	0	<b>0</b>	0	0	1	0	0	1
Not Qualified	50	28	22	25	17	2	4	1	0	<b>0</b>	0	0	1	0	0	0
Total Qualified	10	5	4	5	4	0	0	0	0	<b>0</b>	0	0	0	0	0	1
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	10	5	4	5	4	0	0	0	0	<b>0</b>	0	0	0	0	0	1
Withdraw	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	9	5	3	5	3	0	0	0	0	<b>0</b>	0	0	0	0	0	1
Offered	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

We received sixty (60) applications for this position. Of which, there were 0AM goal candidates.

The Region did not meet a goal with the hire of this **White female** but was chosen because she met both the minimum and preferred qualifications.

## 27. HR Specialist for Recruitment and Talent Specialist

**Position Summary:** The HR Specialist for Recruitment & Talent Acquisition, under the leadership of the Director of Recruitment & Talent Acquisition, is responsible for the analysis, review and administration of the Connecticut State Colleges & Universities (CSCU) recruitment and hiring strategies, procedures, and policies of non-represented Management/Confidential personnel, and unclassified and classified bargaining unit employees at the community colleges and CSCU System Office.

Management/Confidential employees 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 Human Resources Management, Business Management, Public Administration, or related field.

**Preferred Qualifications:**

- Three (3) or more years' working experience in the principles, practices, and techniques of recruitment and talent acquisition.
- Working knowledge of online job application software.
- Experience with JobAps, CORE-CT.
- Experience working in higher education recruitment.

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**Applicant pool summary (bolded = goal candidates)**

HR Specialist for Recruitment and Talent	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	19	4	15	1	10	1	2	1	0	<b>0</b>	2	1	0	0	1	0
Not Qualified	12	2	10	1	8	0	1	0	0	<b>0</b>	1	1	0	0	0	0
Total Qualified	7	2	5	0	2	1	1	1	0	<b>0</b>	1	0	0	0	1	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	7	2	5	0	2	1	1	1	0	<b>0</b>	1	0	0	0	1	0
Withdraw	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	7	2	5	0	2	1	1	1	0	<b>0</b>	1	0	0	0	1	0
Offered	3	2	1	0	0	1	1	1	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	1	1	0	0	0	0	0	1	0	<b>0</b>	0	0	0	0	0	0
Hired	2	1	1	0	0	1	1	0	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 0AM goal candidates. Goals for WF, HM, and HF were previously achieved.

The Region did not achieve goals the hires of one **Black male** and **Black female**. Both candidates met the minimum and preferred qualifications.

**28. Procurement Manager**

**Position Summary:** Under the direction of the Vice President of Purchasing and Shared Services and/or his/her designee this position will supervise the procurement operation under the Shared Service Organization (SSO). Primary responsibilities of the Procurement Manager are to ensure that the purchasing function performs in an optimal, efficient, and compliant operation. The role will act as the primary contact to external and internal customers related to the purchasing operation.

**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 Business related field.

**Preferred Qualifications:** Master of Business Administration (MBA), Master of Science, or advanced related degree preferred

**Applicant pool summary (bolded = goal candidates)**

Procurement Manager	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	52	34	17	25	7	5	2	0	2	<b>0</b>	2	1	0	3	4	1
Not Qualified	47	32	15	23	6	5	2	0	2	<b>0</b>	2	1	0	3	3	0
Total Qualified	5	2	2	2	1	0	0	0	0	<b>0</b>	0	0	0	0	1	1
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	5	2	2	2	1	0	0	0	0	<b>0</b>	0	0	0	0	1	1
Withdraw	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	5	2	2	2	1	0	0	0	0	<b>0</b>	0	0	0	0	1	1
Offered	2	1	1	1	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

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### February 1, 2020 through January 31, 2022

We received fifty-two (52) applications for this position. Of which, there were 0AM goal candidates. Goals for WF, HM, and HF were previously achieved.

The region did not achieve a goal with the hired of the **White male** as he met all of the required and preferred qualifications.

#### 29. Payroll Manager

**Position Summary:** Responsible for the management of a system-wide payroll function operating under a shared-services model supporting all participating higher education institutions in the CSCU system. Assists in ongoing improvement plans for shared service payroll, use of the payroll self-reporting platform, coordination with Human Resources to maintain clean and consistent on-line personnel/payroll records. Also provides input in the alignment of payroll processes and procedures with HR policy and supervises and trains staff to manage all applicable functions.

**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 accounting, financial management, business administration or a relevant business or public administration concentration. Six (6) years of experience in payroll administration, including development and implementation of effective computerized payroll, fiscal and administrative systems. Two (2) years of direct supervisory experience, preferably in payroll.

#### **Preferred Qualifications:**

- Experience in a self-service time reporting environment; new implementation preferred.
- Experience with Core CT (PeopleSoft) or similar HR platform.
- Ability to prepare and interpret analytical reports using tools such as the Microsoft Office Suite and other PC based reporting packages.
- Demonstrated knowledge of applicable State and Federal statutes, and payroll best practices.
- Experience in a college, university or system setting preferred.
- Experience complying with Service Level Agreements.
- Excellent verbal and written communication skills as well as the ability to work cooperatively with a wide range of stakeholders at all levels of a complex organization.
- Demonstrated ability to make decisions and direct the efforts of other individuals.
- Customer focused and service-oriented disposition.
- Effective interaction skills with diverse constituents including academic and administrative leaders, faculty, professional staff, and suppliers.
- Ability to inspire others and build a sense of team while managing multiple, payroll activities that may have system-wide impact.
- Ability to multi-task and respond to time sensitive requirements while ensuring compliance with policies

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**Applicant pool summary (bolded = goal candidates)**

Payroll Manager	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	124	38	83	25	36	3	18	3	14	<b>0</b>	<b>2</b>	3	3	4	10	3
Not Qualified	121	38	80	25	35	3	17	3	14	<b>0</b>	<b>2</b>	3	3	4	9	3
Total Qualified	3	0	3	0	1	0	1	0	0	<b>0</b>	<b>0</b>	0	0	0	1	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Qual. Rec. Interview	3	0	3	0	1	0	1	0	0	<b>0</b>	<b>0</b>	0	0	0	1	0
Withdrew	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Interviewed	3	0	3	0	1	0	1	0	0	<b>0</b>	<b>0</b>	0	0	0	1	0
Offered	1	0	1	0	1	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0

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

We received one hundred twenty-four (124) applications for this position. Of which, there were zero goal candidates.

The Region did not meet a goal with the hire of this **White female** as she met the minimum and preferred qualifications.

### 30. Assistant Payroll Coordinator

**Position Summary:** Under supervision of the Payroll Coordinator, the Assistant Payroll Coordinator provides staff training and assists with all aspects of Payroll. The Assistant Payroll Coordinator will also help to ensure a successful Shared Service model for Payroll is implemented and maintained in support of the One-College System consisting of twelve (12) campus locations.

**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

**Required Qualifications:**

- Bachelor's degree in accounting, finance , or business administration required.
- Three (3) years progressive experience in Payroll with a minimum of three (3) years of progressively more responsible experience in the development and implementation of effective computerized payroll, fiscal and administrative systems.
- Ability to prepare and interpret analytical reports using tools such as the Microsoft Office Suite and other PC based reporting packages.
- Excellent communication and interpersonal skills.

**Preferred Qualifications:**

- State payroll experience preferred

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**Applicant pool summary (bolded = goal candidates)**

Assistant Payroll Coordinator	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	6	1	5	0	1	1	2	0	2	<b>0</b>	0	0	0	0	0	0
Not Qualified	3	1	2	0	0	1	0	0	2	<b>0</b>	0	0	0	0	0	0
Total Qualified	3	0	3	0	1	0	2	0	0	<b>0</b>	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	3	0	3	0	1	0	2	0	0	<b>0</b>	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	3	0	3	0	1	0	2	0	0	<b>0</b>	0	0	0	0	0	0
Offered	1	0	1	0	0	0	1	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	0	0	1	0	0	<b>0</b>	0	0	0	0	0	0

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

We received six (6) applications for this position. Of which, there was 0AM goal candidate. Goals for The Region did not meet a goal with the hire of this **Black female**. This candidate was selected because she met the minimum and preferred qualifications.

### 31. CSCU Regional HR Manager

**Positions Summary:** The Regional HR Manager – One-College HR Support, under the leadership of the CSCU Director of HR Strategy is accountable for managing and implementing a comprehensive Human Resources program that aligns people and strategy with CSCU business goals and objectives within an assigned regional service area. This position leads a team of Human Resources Generalists in a highly matrixed (shared services) organization promoting employee engagement, inclusion and diversity initiatives, talent management, workforce planning, labor relations, organizational design, and strategic leadership while using data analytics to drive HR interventions and improvements. This position will collaborate with other parts of the Human Resources organization to ensure processes and programs are aligned with CSCU One-College goals and designed to deliver seamless (and efficient) service.

**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:** Master’s degree in Human Resources, Business Management, Public Administration or related field and at least Five (5) years’ experience in the principles, practices and techniques of Human Resources.

**Preferred Qualifications:**

- Recognized Human Resources industry certification such as CIPD, SPHR, and PHR (preferred)
- Experience in higher education (preferred)

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**Applicant pool summary (bolded = goal candidates)**

CSCU Regional HR Manager	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	22	4	16	3	13	0	1	1	1	<b>0</b>	0	0	1	0	0	2
Not Qualified	12	2	8	2	7	0	0	0	1	<b>0</b>	0	0	0	0	0	2
Total Qualified	10	2	8	1	6	0	1	1	0	<b>0</b>	0	0	1	0	0	0
Qual. No Interview	3	0	3	0	2	0	0	0	0	<b>0</b>	0	0	1	0	0	0
Qual. Rec. Interview	7	2	5	1	4	0	1	1	0	<b>0</b>	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	7	2	5	1	4	0	1	1	0	<b>0</b>	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

We received twenty-two (22) applications for this position. Of which, there were zero (0) AM goal candidates. Goals for WF, HM, and HF were previously achieved.

The Region did not meet a goal with the hire of this **White female**. This candidate was selected because she met both the minimum and preferred qualifications.

### 32. Visual Communications Designer

**Position Summary:** The CSCU Success Center, as part of the CSCU division of Academic and Student Affairs, and one of 16 such Centers nationwide, creates a coherent, statewide framework for action in various student success initiatives, which helps more students efficiently complete credentials, transfer, and attain jobs with value in the labor market. Under the direction of the Associate Director of the Success Center and with some day-to-day direction from the Director of Project Management, the VCD will understand the “big picture” and use this to drive how they utilize data to create new insights through dynamic visuals. The VCD will be responsible for delivering engaging stories and insights through dynamic, creative deliverables which present data in simple, easy to understand ways. This individual intersects design with a deep understanding of effective communication techniques, data, and technology to educate, inspire, and further the development of the Center’s ability to contextualize its work.

**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:** The successful candidate shall have Bachelors Degree in Visual Design, Design, Communications, or a related field.

**Preferred Qualifications:**

- Demonstrated proficiency with Image software (ex. Adobe Indesign, Photoshop, Premiere Pro)
- Some knowledge/Understanding of Motion Graphics and After Effects
- Understanding and previous experience creating integrated content across all marketing channels including digital and print
- Experience producing quality images and infographics for publications, website, advertising, and other promotional material.

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- Experience with professional writing and interviewing for national presentations and publications
- Ability to communicate center information to a variety of recipients
- Knowledge of web-based technologies (e.g., Canva, MailChimp, WordPress)
- Knowledge of the Center operations, Achieving the Dream, and the Guided Pathways Model
- Experience designing academic program maps
- Experience designing academic and student affairs-related timelines and charts
- Knowledge of project management techniques

#### **Applicant pool summary (bolded = goal candidates)**

Visual Communications Designer	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	71	36	31	22	24	3	0	3	2	<b>1</b>	3	1	2	6	0	4
Not Qualified	63	31	28	19	22	3	0	3	2	<b>1</b>	2	1	2	4	0	4
Total Qualified	8	5	3	3	2	0	0	0	0	<b>0</b>	1	0	0	2	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	8	5	3	3	2	0	0	0	0	<b>0</b>	1	0	0	2	0	0
Withdrew	3	1	2	0	1	0	0	0	0	<b>0</b>	1	0	0	1	0	0
Interviewed	5	4	1	3	1	0	0	0	0	<b>0</b>	0	0	0	1	0	0
Offered	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

We received seventy-one (71) applications for this position. Of which, there was 1AM goal candidate. Goals for WF, HM, and HF were previously achieved.

Of the seventy-one (71) applicants did not meet the minimum requirements. Of these, there was 1AM goal candidate.

- 1AM did not possess design and mapping skills to synthesize and communicate complex concepts and information through intuitive and straightforward visualizations to broad and diverse audiences, even when the designer has limited background knowledge; or demonstrated ability to generate strong design concepts and visual development drafts and examples that reflect that concept

The Region did not meet a goal with the hire of this **White male**. This candidate was selected because he met the minimum and preferred qualifications.

### 33. Learning Management System Administrator

**Position Summary:** The Learning Management Systems (LMS) Administrator advances the remote learning experience by expanding features and supporting functionality of the LMS (Learning Management System) and associated integrations. Works collaboratively with the Office of Teaching and Learning staff and internal partners including Instructional Design Technology Coordinators (IDTC), Academic Information Technology, IT and other departments. Leads campuses, departments, and offices across the College in utilization of the LMS and serves as the primary contact for technical issues. Serve as the primary technical investigator for Academic Affairs digital learning initiatives that align with the CSCC Strategic Plan as well as those corresponding with the Division of Academic Operations. This person also works closely with the Director of Educational Technology & Curricular Innovation on

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developing state-wide professional development training and standards for faculty and staff in regard to the Learning Management System. The position is also tasked with staying current in a rapidly changing field, staying abreast of current and emerging trends and best practices in online pedagogy and develops recommendations for the CT State CC leadership team in maintaining the college as a leader in online delivery within higher education.

**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:** Experience working as an administrator or super user on a Learning Management System (such as Blackboard, Canvas, Brightspace, etc.)

- Experience in Information Technology, Service Desk Support, or Systems Management;
- Familiarity with training methodology;
- Experience as Super User or Systems Administrator;
- Effective oral and written communication;
- Ability to work effectively with others;
- Sensitivity to and ability to work with the diverse academic; socioeconomic, cultural and ethnic backgrounds of members of the College community, including those with disabilities;
- Ability to take initiative and work independently.

#### **Applicant pool summary (bolded = goal candidates)**

Learning Management System Administrator	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	20	9	11	3	5	1	0	0	0	<b>0</b>	0	0	0	5	6	0
Not Qualified	14	7	7	1	3	1	0	0	0	<b>0</b>	0	0	0	5	4	0
Total Qualified	6	2	4	2	2	0	0	0	0	<b>0</b>	0	0	0	0	2	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	6	2	4	2	2	0	0	0	0	<b>0</b>	0	0	0	0	2	0
Withdrew	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	5	1	4	1	2	0	0	0	0	<b>0</b>	0	0	0	0	2	0
Offered	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

We received twenty (20) applications for this position. Of which, there was zero OAM goal candidates. Goals for WF, HM, and HF were previously achieved.

The Region did not meet a goal with the hire of this **White female**. This candidate was selected because she met the minimum and preferred qualifications.

### 34. Associate for Contract Compliance

**Position Summary:** Responsible for managing contracting and procurement including, negotiation, preparation and contract oversight to ensure proper controls over contracting procedures for the CSCU System.



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**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 or certification as a paralegal required. Master's Degree or other type of advanced degree is preferred. Five or more years' experience in business, purchasing and/or contract law and administration is required.

#### Preferred Qualifications:

- Demonstrated ability to develop complex and involved contracts, to assist and/or negotiate contracts with vendors and service providers;
- experience in developing Requests for Proposals (RFPs);
- knowledge of applicable State and Federal statutes and procurement best practices;
- Ability to use computer and associated software;
- considerable oral and written communication skills;
- considerable interpersonal skills

#### Applicant pool summary (bolded = goal candidates)

Associate for Contract Compliance	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	<b>M</b>	<b>F</b>	M	F	M	F	U
Total Applicants	59	31	25	21	12	5	3	1	6	<b>1</b>	<b>1</b>	0	2	3	1	3
Not Qualified	50	27	20	20	8	4	3	1	6	<b>1</b>	<b>1</b>	0	2	1	0	3
Total Qualified	9	4	5	1	4	1	0	0	0	<b>0</b>	<b>0</b>	0	0	2	1	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Qual. Rec. Interview	9	4	5	1	4	1	0	0	0	<b>0</b>	<b>0</b>	0	0	2	1	0
Withdrew	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Interviewed	9	4	5	1	4	1	0	0	0	<b>0</b>	<b>0</b>	0	0	2	1	0
Offered	1	0	1	0	1	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	<b>0</b>	<b>0</b>	0	0	0	0	0

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

We received fifty-nine (59) applications for this position. Of which, there was 1AM goal candidate. Goals for WF, HM, and HF were previously achieved.

Of the fifty-nine (59) applications, fifty (50) did not meet the minimum requirements. Of these, there was 1AM goal candidate.

- 1AM did not possess experience with experience with developing RFPs, Knowledge of applicable State and Federal statutes and procurement best practices; or Knowledge of applicable State and Federal statutes and procurement best practices

The Region did not meet a goal with the hire of this **White female**. This candidate was selected because she met the minimum and preferred qualifications.

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**35. Network Administrator**

**Applicant pool summary (bolded = goal candidates)**

Network Administrator	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	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Total Qualified	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Offered	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	1	0	1	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0

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

This position was posted internally by SUOAF and yielded one candidate who was qualified and selected for the position.

**One (1) individual applied for this position: 1WM**

- One (1) applicant was determined to be **qualified** and selected for **interview: 1WM**  
 The agency hired **one (1) White male** non-goal candidate.

**36. Customer Support Center Supervisor**

**Applicant pool summary (bolded = goal candidates)**

Customer Support Center Supervisor	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	1	0	1	0	0	0	0	0	0	<b>0</b>	1	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Total Qualified	1	0	1	0	0	0	0	0	0	<b>0</b>	1	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	1	0	1	0	0	0	0	0	0	<b>0</b>	1	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	1	0	1	0	0	0	0	0	0	<b>0</b>	1	0	0	0	0	0
Offered	1	0	1	0	0	0	0	0	0	<b>0</b>	1	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	1	0	1	0	0	0	0	0	0	<b>0</b>	1	0	0	0	0	0

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

Per contractual agreement with the SUOAF bargaining unit the position yielded one candidate who was qualified and selected for the position.

**One (1) individual applied for this position: 1AF**

- One (1) applicant was determined to be **qualified** and selected for **interview: 1AF**  
 The agency hired **one (1) Asian female** non-goal candidate.

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**37. HR Shared Services Consolidation – Purchasing and HR**

**Applicant pool summary (bolded = goal candidates)**

HR Shared Services Consolidation	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	21	3	18	3	15	0	1	0	1	<b>0</b>	1	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Total Qualified	21	3	18	3	15	0	1	0	1	<b>0</b>	1	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Qual. Rec. Interview	21	3	18	3	15	0	1	0	1	<b>0</b>	1	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Interviewed	21	3	18	3	15	0	1	0	1	<b>0</b>	1	0	0	0	0	0
Offered	21	3	18	3	15	0	1	0	1	<b>0</b>	1	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	<b>0</b>	0	0	0	0	0	0
Hired	21	3	18	3	15	0	1	0	1	<b>0</b>	1	0	0	0	0	0

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

The following positions were transferred in from other campuses with the consolidations:

- Accountant – 1WF
- Fiscal/Administrative Officer – 2WM, 3WF
- HRSS Benefits Analyst – 1WF
- HRSS Comp & Class Analyst – 1WF
- HRSS Data Specialist – 4WF
- HRSS HR Generalist – 2WF, 1BF
- HRSS Regional Manager – 1AF
- HRSS Manager for Recruitment and Talent – 1WF
- HRSS Recruitment and Talent Specialist – 1HF
- Payroll Officer 1 – 1WM, 2WF

**Hartford - Clerical**

- **Goals:** 1WM, 1BM, 1HF
- **Hires:** 1WM, 5WF, 1BM, 1BF, 3HF
- **Goal Achievement:** All three established goals achieved or 100% achievement.

**1. Executive Assistant**

**Position Summary:** The Executive Assistant provides managerial, administrative, professional, and confidential assistance as required to support the President of CT State and the CT State Cabinet. The position is required to have extensive cooperative and collaborative relationships with staff, professionals, administrators, the public and with professionals in peer organizations and professional associations.

Incumbents must possess 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.)

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### February 1, 2020 through January 31, 2022

#### Minimum Qualifications:

- Associate degree or an equivalent combination of education and experience in administrative or executive secretarial fields.
- Successful Candidate must have or must possess:
  - Principles of secretarial practice with emphasis in quality production of correspondence and reports.
  - Office administration including materials and records organization, and scheduling meeting and events.
  - Experience interacting with the public in a professional manner.
  - Proven history of strict confidentiality.
  - Methods and techniques of operating in an office environment requiring organizational dignity.

**Substitutions Allowed:** Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience have prepared them for the responsibilities of this position and by providing appropriate references. Exceptions to the degree requirements may be made for compelling reasons.

#### Preferred Qualifications:

- Certified Administrative Professional or other professional certification.
- Three (3) or more years' experience serving as an administrative assistant or higher.
- Experience providing administrative support to a director level or higher administrator.
- Bachelor's degree in Business Administration or related field.
- Three (3) or more years' experience with preparing and managing budgets.
- Professional work experience in higher education.
- Professional work experience in customer service and/or community relations.
- Bilingual or multilingual.

	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	47	2	41	1	27	1	4	0	2	0	1	0	2	0	5	4
Not Qualified	26	2	21	1	12	1	4	0	1	0	0	0	0	0	4	3
Total Qualified	21	0	20	0	15	0	0	0	1	0	1	0	2	0	1	1
Qual. No Interview	9	0	8	0	8	0	0	0	0	0	0	0	0	0	0	1
Qual. Rec. Interview	11	0	11	0	6	0	0	0	1	0	1	0	2	0	1	0
Withdrew	2	0	2	0	0	0	0	0	0	0	1	0	1	0	0	0
Interviewed	9	0	9	0	6	0	0	0	1	0	0	0	1	0	1	0
Offered	2	0	2	0	1	0	0	0	1	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	2	0	2	0	1	0	0	0	1	0	0	0	0	0	0	0

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

The System received forty-seven (47) applicants with this recruitment, including four (4) goal candidates: 1WM, 1BM and 2HF.

Of the forty-seven (47), 24 applicants were deemed not qualified, including three (3) goal candidates: 1WM, 1BM, and 1HF.

**Section 46a-68-90 - GOALS ANALYSIS**  
**February 1, 2020 through January 31, 2022**

- The 1WM and 1BM did not meet the degree or required experience and was deemed not qualified.
- The 1HF did not have the required experience: Principles of secretarial practice with emphasis in quality production of correspondence and reports; Office administration including materials and records organization, and scheduling meeting and events; Experience interacting with the public in a professional manner; Proven history of strict confidentiality; Methods and techniques of operating in an office environment requiring organizational dignity.

Of the forty-seven (47), 21 were deemed qualified. Of the twenty-one (21) qualified candidates, nine (9) were not considered for interview as they did not meet three (3) or more of the preferred qualifications. Of these there were no zero (0) goal candidates.

The remaining twelve (12) qualified candidates remained in the applicant pool and were selected for interview based on meeting the required and three (3) or more of the preferred qualifications. Of these, there was one (1) goal candidates: 1HF

- The agency met a goal with the hire of this HF. This achieved the first (1) of one (1) HF goal established in this category.
- The agency did not meet a goal with the hire of 1WF. This candidate met all required and at least three (3) preferred qualifications. During her interview, she spoke animatedly about her role in re-opening a new building, planning the grand ceremony, and communications with many departments; discussed her proficiency in the entire Microsoft Office Suite and with WebEx; Described her ability to prioritize emergent projects and being in reactive mode when necessary; Spoke of spending 20+ years in Hartford, its diverse demographics; Spoke of her ability with 10+ years of experience to identify the urgency of a task, negotiating what can be done, and communicate clearly with the team; Described “operational conflict” where her expectations and the other group’s expectations were different.

**2. HR/Payroll/Purchasing Consolidation – Transfers into System Office**

	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	9	2	7	1	4	1	1	0	2	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	9	2	7	1	4	1	1	0	2	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	9	2	7	1	4	1	1	0	2	0	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	9	2	7	1	4	1	1	0	2	0	0	0	0	0	0	0
Offered	9	2	7	1	4	1	1	0	2	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	9	2	7	1	4	1	1	0	2	0	0	0	0	0	0	0

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

The System achieved the remaining two goals (1WM and 1BM) in this category when the below positions were transferred to the System Office under the new Shared Services model:

**Section 46a-68-90 - GOALS ANALYSIS**  
**February 1, 2020 through January 31, 2022**

- Administrative Assistant: 1HF
- Financial Clerk: 1WF
- Office Assistant: 1WM, 1WF
- Payroll Clerk: 2WF, 1BM, 1BF, 1HF

**Paraprofessional – Hartford**

- **Goals:** 1BF
- **Hires:** 3WM, 3WF, 3BF, 2HF, 1AM, 1AF, 1TM
- **Goal Achievement:** One (1) out of one (1) for 100% of the hires in this category met Affirmative action Goals.

**1. Grants Project Assistant**

	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	21	8	13	3	4	3	4	1	2	0	1	0	0	1	2	0
Not Qualified	6	1	5	0	2	0	2	0	1	0	0	0	0	1	0	0
Total Qualified	15	7	8	3	2	3	2	1	1	0	1	0	0	0	2	0
Qual. No Interview	7	5	2	2	1	2	0	1	0	0	0	0	0	0	1	0
Qual. Rec. Interview	8	2	6	1	1	1	2	0	1	0	1	0	0	0	1	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	8	2	6	1	1	1	2	0	1	0	1	0	0	0	1	0
Offered	2	0	2	0	0	0	1	0	0	0	1	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	2	0	2	0	0	0	1	0	0	0	1	0	0	0	0	0

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

The System achieved the BF goal with this hire. This achieved the only goal established in this reporting period for this EEO category.

The agency did not achieve a goal with the hire of this AF. There were no goals remaining in the category.

**2. IT Administrative Trainee**

	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	7	5	2	2	0	0	0	0	0	1	0	0	0	2	2	0
Not Qualified	4	3	1	1	0	0	0	0	0	0	0	0	0	1	2	0
Total Qualified	3	3	0	1	0	0	0	0	0	1	0	0	0	1	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	3	3	0	1	0	0	0	0	0	1	0	0	0	1	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	3	3	0	1	0	0	0	0	0	1	0	0	0	1	0	0
Offered	2	2	0	1	0	0	0	0	0	1	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	2	0	2	1	0	0	0	0	0	1	0	0	0	0	0	0

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

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The System did not achieve a goal with the hires of this 1WM and 1AM. The agency previously achieved their goals in this category, as such there were no goal candidates in this pool.

**3. Grants Financial Assistant**

	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	9	2	7	1	0	0	3	0	2	1	1	0	0	0	1	0
Not Qualified	4	1	3	0	0	0	1	0	0	1	1	0	0	0	1	0
Total Qualified	5	1	4	1	0	0	2	0	2	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	5	1	4	1	0	0	2	0	2	0	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	5	1	4	1	0	0	2	0	2	0	1	0	0	0	1	0
Offered	2	0	2	0	0	0	0	0	2	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	2	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0

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

The system did not achieve a goal with the hires of these 2HF. There were no goals remaining in the category.

**4. HR/Payroll/Purchasing Consolidation – Transfers into System Office**

	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	8	3	5	2	3	0	2	0	0	0	0	1	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	8	3	5	2	3	0	2	0	0	0	0	1	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	8	3	5	2	3	0	2	0	0	0	0	1	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	8	3	5	2	3	0	2	0	0	0	0	1	0	0	0	0
Offered	8	3	5	2	3	0	2	0	0	0	0	1	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	8	3	5	2	3	0	2	0	0	0	0	1	0	0	0	0

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

The System did achieve any goals when the below positions were transferred to the System Office under the new Shared Services model:

1. Assistant Accountant: 1WF
2. Fiscal Administrative Assistant: 1WM, 2BF, 1TM
3. HR Assistant: 1WF
4. Purchasing Assistant: 1WM, 1WF

**Section 46a-68-90 - GOALS ANALYSIS**  
**February 1, 2020 through January 31, 2022**

## Promotional Goals Analysis

### Executive/Administrative

- **Goals:** None
- **Promotions:** 2WM, 2WF
- **Goal Achievement:** N/A

#### 1. Director of Budgets and Planning

	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	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	0	1	0	1	0	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	0
Qual. Rec. Interview	1	0	1	0	1	0	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	0
Interviewed	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	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	0
Hired	1	0	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.

This employee was reclassified within her position. There were no other applicants in this pool.

#### 2. Sr. Executive Director – Compliance, Equity and Student Relations

	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	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	1	0	1	0	0	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	0
Qual. Rec. Interview	1	1	0	1	0	0	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	0
Interviewed	1	1	0	1	0	0	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	0
Not Accepted	0	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	0

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

This employee was reclassified within his position. There were no other applicants in this pool.



**Section 46a-68-90 - GOALS ANALYSIS**  
**February 1, 2020 through January 31, 2022**

**3. Controller**

	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	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	0	1	0	1	0	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	0
Qual. Rec. Interview	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	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	0
Hired	1	0	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.

This employee was reclassified within her position. There were no other applicants in this pool.

**4. Associate Vice President of Digital Learning**

**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	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	1	0	1	0	0	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	0
Qual. Rec. Interview	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	1	0	1	0	0	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	0
Not Accepted	0	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	0

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

This employee received a promotion by reclassification.

**One (1) individual applied for this position: 1WM**

➤ One (1) applicant was determined to be **qualified** and selected for **interview: 1WM**

The agency promoted **one (1) White male** non-goal candidate.

**Professional Non-Faculty**

- **Goals:** None
- **Promotions:** 1WF
- **Goal Achievement:** N/A

**Section 46a-68-90 - GOALS ANALYSIS**  
**February 1, 2020 through January 31, 2022**

**1. Assistant in Finance and Accounting**

*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	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	1	0	0	1	0	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	0
Qual. Rec. Interview	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Offered	1	1	0	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	0
Hired	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0

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

This employee received a promotion by reclassification.

**One (1) individual applied for this position: 1WF**

➤ One (1) applicant was determined to be **qualified** and selected for **interview: 1WF**

The agency promoted **one (1) White female** non-goal candidate.

**Hartford County - Clerical**

- **Goals:** None
- **Promotions:** None
- **Goal Achievement:** N/A

**Hartford County – Para-Professional**

- **Goals:** None
- **Promotions:** None
- **Goal Achievement:** N/A

**Section 46a-68-90 - GOALS ANALYSIS**  
**February 1, 2020 through January 31, 2022**

## Program Goals Analysis

**The following programmatic goals were established in the 2021-2022 North-West Regional Affirmative Action Plan.**

- **Goals:** One (1) Program Goals
  - **Goal Achievement:** The Region was able to successfully achieve this program goal established in the previous AA plan.
1. A program goal is established to develop statewide procedures in order to advance recruitment in a consistent manner for the CSCU System Office and throughout all of the community colleges.

**Responsible:** Director of Diversity & Inclusion

**Completion Date:** February 28, 2022

**Response:** The CSCU System Office, through a collaboration with EEO and Talent Acquisition, and subsequently in collaboration with Diversity/Equity and Inclusion developed a consistent recruitment and search process. This process incorporates EEO approval/oversight to ensure compliance with the Affirmative Action Regulations (e.g., Good Faith Efforts and Goals Analysis). This process also ensures equal opportunity for applicants. The process consists of the following steps:

- 1) Search committee charge including Bias training
- 2) Application review and EEO approval to advance to interviews
- 3) Interview narrative and justification for selection or advancement to second interviews with EEO approval
- 4) Final selection and associated justifications with EEO approvals
- 5) Pause Points built into the process to ensure applicant pool reflects availability, that interview pool reflects applicant pool and to ensure there are no identified issues of bias.

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES  
AFFIRMATIVE ACTION PLAN  
GOALS ANALYSIS  
SECTION 46a-68-90**

**EXECUTIVE/ADMINISTRATIVE/MANAGERIAL**

**Hiring Goals**

1 White Female

1 Black Male

**VICE PRESIDENT OF PURCHASING**

**1 WF**

This appointment achieved a short term hiring goal.

The position was advertised with the New England Association of Educational Buyers, Chronicle of Higher Education and Diversity.com. It was also advertised on the CSCU Website and posted on the CT Association of Diversity and Equity Professionals (CADEP) listserv.

**Position Responsibilities:**

The Vice President of Purchasing is the CSCU System's leader and expert over the purchasing function, ensuring that all federal, state and system purchasing policies and regulations are observed. He/she provides system-wide tools and resources to meet end user's needs for goods and services, and develops revenue generation, cost reduction, cost savings, and risk mitigation strategies in the purchasing arena.

The Vice President of Purchasing is responsible for the management and oversight of the consolidated, system-wide procurement organization.

This includes the implementation, maintenance and management of an electronic procurement system as well as the management of services that are shared throughout the system. This will also involve working closely with subject matter experts for technical procurements.

The Vice President will work with legal and contracting professional teams in pursuit of strategic sourcing and development of strategic initiatives.

The Vice President will define and articulate a vision for system-wide purchasing, promote stakeholder involvement and be responsible for the policy/procedure/process and program review and development.

**Additional responsibilities include:**

Development of purchasing training programs for employees throughout the system, including purchasing professionals, requisitioners and the system community.

- Serves as liaison between the CSCU, the Office of the Attorney General, the Department of Administrative Services and other state agencies as required of the position.
- Development of a communication strategy.
- Administration of the CSCU system Set-Aside Program for small contractors and minority business enterprises.

- Supervision of full-time and part-time professionals and clerical staff within the respective areas of position responsibilities.
- Maintaining and analyzing spend data in order to optimize purchases.
- Liaising with other agency procurement executives to determine if consolidating efforts is beneficial to CSCU.
- Periodic reporting of performance metrics and quantified savings.
- Development/Compliance with Service Level Agreements.

**Qualifications:**

Bachelor's degree in accounting, purchasing management, financial management or a relevant business or public administration concentration. Master's Degree, legal degree, or other type of advanced degree is preferred. A minimum of ten years related experience in business, purchasing and/or administration required.

The following experience is required, or if indicated, preferred:

- Leadership in a shared services environment of an organization the size of CSCU (approximately \$1B).
- Leadership of a decentralized organization to function in unison as a single purchasing system.
- Functioned at Director level; Vice President level preferred.
- Worked in an e-procurement environment; experience in a new implementation preferred.
- Experience with Banner or similar ERP platform as well as an electronic procurement system preferred.
- In-depth knowledge of the procurement field, including the competitive bid process, e-procurement, cooperative purchasing, and management of complex procurements and contracts is required.
- Demonstrated commitment to a metrics-driven organization with cost savings and process improvements.
- Demonstrated strength in the ability to negotiate with vendors and service providers, as well as the ability to build strong vendor partnerships.
- Ability to manage and monitor purchases in accordance with their terms and conditions, State and Federal statutes and regulations, Attorney General guidelines, Board of Trustees policies and State Code of Ethics.
- Demonstrated experience in developing Requests for Proposal (RFP's) and other such justification documents while working in conjunction with the Vice President of Contracting.
- Knowledge of the basic principles of risk management and insurance programs including safety and loss control techniques.
- Demonstrated knowledge of applicable State and Federal statutes, and procurement best practices.
- Experience in a college, university or system setting preferred.
- Experience with complying with Service Level Agreements.

Personal characteristics include:

- Excellent verbal and written communication skills as well as the ability to work
- Demonstrated ability to manage the work of support staff.
- Customer focused and service oriented disposition.
- Possess effective interaction skills with diverse constituents including academic and administrative leaders, faculty, professional staff and suppliers.
- Innovative, and at the same time respectful of fiduciary obligations.
- Possess the ability to inspire others and build a sense of team while managing multiple, complex procurements that may have system-wide impact.
- Possess the willingness to take “ownership” of the procurement process and the commitment to achieving articulated goals.
- Ability to multi-task and respond to time sensitive requirements while ensuring compliance with policies.

**Fifteen (15) candidates applied:** 5 WM, 1 WF, 2 BF and 7 UM

**Ten (10) candidates did not meet the minimum qualifications:** 3 WM and 7 UM

They did not have the required ten (10) years related experience in business, purchasing and/or administration.

**Two (2) candidates were offered an interview and declined:** 1 WM and 1 BF

They declined the opportunity to interview because the salary was not comparable to what they were seeking for the level of responsibility of this position.

**Three (3) candidates were interviewed:** 1 WM, 1 WF and 1 BF

The selected goal candidate (WF) had direct experience leading a Procurement Department at a college and a university. She had experience implementing e-procurement solutions in her last position at large university and CSCU is moving in the direction as the consolidated community college system is being created. She had supervisory and leadership experience and had worked with all levels of administration regarding purchasing and contracts.

## **REGIONAL PRESIDENT**

**2 WM & 1 BM**

The appointment of a Black male achieved a hiring goal and the goal for White female was previously achieved.

Academic Career & Executive Search is pleased to assist Connecticut State Colleges and Universities System in their search for a highly accomplished Vice President for Human Resources.

The job announcement was advertised broadly nationally and statewide.

The Board of Regents for Higher Education (BOR) and the Connecticut State Colleges and Universities (CSCU) are undertaking a major reorganization of the Connecticut's community

college system. The BOR and CSCU plan to consolidate the 12 NECHE-accredited and independently administered community colleges into a single accredited institution by 2023, starting with the regionalization of the campuses. This consolidated institution with 12 campuses statewide will provide credit and non-credit programs to more than 100,000 students in rural, suburban and urban communities.

This bold plan to establish an academically integrated institution will provide Connecticut college students with an affordable, accessible, high-quality education that meets their personal, career and academic goals and the workforce needs of our state. A structural change of this magnitude is designed to ensure a sustainable future for the community college system.

Implementing this monumental transformation involves aligning college curricula statewide to support high-quality educational programs and seamless transfer; implementing initiatives such as Guided Pathways to improve and increase student enrollment, retention, completion, and career readiness; centralizing administrative functions; and sharing resources across campuses. This work is underway now and will be greatly accelerated under a regionalized leadership leaders for this transformational change to position the campuses, their students and graduates, and Connecticut for a secure and vibrant future.

#### Regional Descriptions:

Each region offers variations in size and setting ranging from urban, suburban and rural campus settings throughout the state. However, each college shares a common commitment to open access and offers opportunities for intellectual, professional and leadership development through credit and non-credit career, transfer and certificate programs. Students are diverse in ethnicity, race, age, ability, gender, sexual orientation, gender identity and expression and educational achievement.

All Connecticut Community Colleges provide favorable tuition costs and well-placed articulation agreements with the CT State Universities benefiting students and their families.

Several of Connecticut's Community Colleges have realized Achieving the Dream (ATD) status with all twelve institutions committed to achieving ATD status by July 1, 2019.

#### Links:

- CSCU Mission, Vision & Goals – <http://www.ct.edu/regents/mission>
- Financial Statements – <http://www.ct.edu/finance#documents>
- Students First – <https://www.ct.edu/studentsfirst>
  - June 2018 update – <http://www.ct.edu/files/pdfs/SF-Update.pdf>
  - NEASC/Students First Materials – <http://www.ct.edu/studentsfirst/neasc>
  - Students First Substantive Change Request – <http://www.ct.edu/files/pdfs/Students%20First%20Substantive%20Change%20March%2016,%202018.pdf>
- IPEDS – <http://www.ct.edu/orse/data#ipeds>

Applicants may identify preferred region at time of application or they can apply without preference for any given region. If applying for a specific region, applicants are requested to describe how their skills and experiences benefit the particulars of the region.

### **Region 1 – Capital East**

Capital East consists of five (5) colleges of various sizes. The colleges are located in the urban, suburban and rural localities in the central and eastern parts of Connecticut.

**Strengths:** The region’s campuses consist of dedicated faculty and staff who embrace their integral role in fulfilling a common mission of student affordability, educational access and program excellence. The region’s passion for student success extends beyond the colleges. Each college has extensive ties to its communities, having built long-term productive relationships with area business, civic, and community organizations. Each institution is also strongly supported by an active, independent, and enthusiastic college foundation that provides financial support and community goodwill.

**Challenges:** Identified areas faced by the region’s colleges include the need to develop effective marketing strategies to communicate the value of a community college education, as well as the need to support students entering college that need intensive developmental coursework, supplemental instruction, and holistic support services. The new approach of regionalization will require increased levels of collaboration among the colleges to enhance student success across the region.

Capital Community College, Hartford [IPEDS Link](#)  
Manchester Community College, Manchester [IPEDS Link](#)  
Middlesex Community College, Middletown [IPEDS Link](#)  
Quinebaug Valley Community College, Danielson [IPEDS Link](#)  
Three Rivers Community College, Norwich [IPEDS Link](#)

### **Region 2 – North-West**

North-West consists of four colleges of various sizes, in urban, suburban and rural localities in the central, north and northwestern parts of Connecticut.

**Strengths:** The North-West Region’s expanded program offerings are responsive to student and employer needs while creating a supportive personal environment for students. The campuses enjoy strong partnerships with their local communities and industry and their respective foundations. Emphasis is placed on innovation and access as evidenced by the development of programs meeting students’ needs as well as pioneering approaches to improve quality of services, streamline processes or cut costs.

**Challenges:** Identified areas include the need to increase awareness of the value of community college education as well as strengthening opportunities with the state universities. Additional challenges are the lack of college readiness on the part of the incoming students and the support and resources required to ensure success.



[Asnuntuck Community College, Enfield IPEDS Link](#)  
[Naugatuck Valley Community College, Waterbury, IPEDS Link](#)  
[Northwestern Community College, Winsted, IPEDS Link](#)  
[Tunxis Community College, Farmington IPEDS Link](#)

### **Region 3 – Shoreline-West**

Shoreline-West consists of three colleges of various sizes in urban and suburban localities in the southern part of Connecticut.

**Strengths:** The Colleges in this region are highly responsive to the local community resulting in strong, active partnerships with employers, local schools, non-profits, and the business community, in general. The success of these partnerships is due to the colleges' flexibility, innovativeness, and ability to put programs together in a timely manner.

Shoreline-West colleges are resourceful and dedicated to rising outside finances with successful track records in grant writing and partnering with local donors through their respective foundations, public sector and business communities. The importance of bringing in more financial resources has been recognized and imbedded in the operations and goals of these colleges.

Through genuine interest and a holistic approach to meeting students' academic and academic needs, the colleges' share a dedication to the success and education of their students supported by the academic strength and quality of the faculty. Curriculum and program evaluation are data driven and each college in this region was certified as Achieving the Dream institution. Each college has invested significant resources to put student support services in place.

**Challenges:** Identified areas faced by the region's colleges include developing effective marketing strategies to communicate the personal benefits and economic value of services in a competitive market of selective and for-profit educational institutions. An additional challenge identified was ensuring students declare specialized majors and providing the necessary resources and support needed to graduate.

[Gateway Community College, New Haven IPEDS Link](#)  
[Housatonic Community College, Bridgeport IPEDS Link](#)  
[Norwalk Community College, Norwalk IPEDS Link](#)

### **Job Summary:**

Reporting to the CSCU President and serving on the CSCU President's leadership team, the Regional Presidents will ensure that institutional operations and consolidation efforts are coordinated across all campuses in a consistent manner. They will work in tandem with the current community college leaders in their regions to prepare for the establishment of a single accredited institution. In 2023, upon accreditation of the single institution, the Board of Regents will hire the Community College President. The Regional Presidents will report to the

Community College President and assume supervisory responsibility of the campus leadership (currently Campus CEOs and Campus Presidents) within their respective region.

The primary role of the Regional Presidents will be to guide the overall strategic direction of campuses in the responsive regions serving as a change agent for the new college structure and mission. The Regional Presidents will be active leaders in the developing and deploying the budget for the region; supporting the work of the campus leaders including assisting with their management of the local budget; ensuring the regions align with overall institutional goals; helping to leverage resources; finding efficiencies; strengthening critical relationships with business and industry; scaling best practices; improving the student experience; and securing additional resources to support teaching and learning. The Regional Presidents will work with businesses and community groups by serving on multiple initiatives and boards to establish and maintain regional partnerships. Additionally, the Regional Presidents will be called upon to advocate for the system with the legislature and other government bodies and agencies. The leadership and their campus foundation leadership to build relationships and secure resources for independently, so it is imperative that the Regional Presidents establish new ways of working effectively across campuses and help to deploy resources efficiently and strategically to meet regional and local needs in support of teaching and learning.

**Essential Duties:**

1. Provide executive leadership to the campuses in the regions in the achievement of the vision and goals of the system
2. Ensure sound fiscal practices and identify, leverage and expand the fiscal resources of campuses in the region
3. Interact effectively with the CSCU President and CSCU leadership team, campus leaders, the Board of Regents for Higher Education, and faculty and staff, and help to develop and implement system-wide initiatives
4. Communicate the needs and initiatives of the regional campuses to policy leaders at the local, regional, state and federal levels; represent the regional campuses to numerous community, business, labor, workforce, educational and governmental groups
5. Demonstrate highly effective fundraising skills and collaborate with the Campus CEO's and campus foundation leadership to raise revenue and develop resources that support strategies for improving student access and success
6. Proven ability to engage with internal and external stakeholders, particularly business and industry at the local, regional and state levels, to support initiatives and secure partnerships and resources that advance student access and success
7. Work with the CSCU President to develop and implement local, state, and national legislative and institutional advancement strategies
8. Lead the campuses to achieve significantly improved results in student outcomes by identifying gaps in student success particularly based on factors such as race, ethnicity and gender, supporting faculty and staff implementation of well-designed institutional changes at scale, and ensuring efforts are sustained over the long-term
9. Actively work with entities to develop partnerships to reach underserved populations

10. Ensure that all BOR policies and all federal and state laws and regulations are observed
11. Related duties as required

### **Leadership Competencies:**

1. Dynamic, entrepreneurial leader with the demonstrated ability to stimulate culture change, develop strategic goals and translate them into action
2. Experienced administrator in effective operational infrastructure essential to the smooth and effective operation of a college or system.
3. Demonstrated deep commitment to student access and success
4. Strong leadership skills in strategic planning, fiscal planning and management, and oversight of capital projects
5. Skilled in outreach and cultivating relationships that support the advancement of the system; comfortable and effective as the spokesperson for a campus, region or system
6. Proven ability to engage the active participation of external stakeholders, particularly the private sector
7. Ability to work with elected and appointed public officials in a wide variety of public bodies at all levels of government
8. Strong working knowledge of the depth of understanding of most areas in a college or university, specifically of the factors that affect net revenues
9. Proven leadership and interpersonal capabilities; ability to collaborate broadly across all levels of the organization, particularly with faculty and staff to achieve results
10. Demonstrated resilience and flexibility in the face of unexpected constraints
11. Proven management abilities to implement positive organizational change
12. Deep understanding of the needs of the community
13. Experienced in a highly involved union settings; ability to be a persuasive negotiator, facilitator, and collaborator
14. Knowledgeable of current educational trends, issues, and challenges for community colleges
15. Ability to identify opportunities and to convert challenges into innovative solutions and programs that will advance the future of the campuses
16. Experience with raising funds from private, state, and national sources and to articulate to external audiences the value of supporting a college system
17. Commitment to high ethical standards and values consistent with the mission of the CSCU system

### **Minimum Qualifications:**

- Terminal degree plus ten (10) years' experience in developing and implementing innovative, entrepreneurial, approaches to addressing the challenges and opportunities faced by community colleges or higher education organizations of similar complexity.
- Strong fiscal management skills and a demonstrated ability to grasp budget issues at the system, regional, and campus levels in the areas of the instruction, student services, and infrastructure.
- Equivalent education and experience that meets the minimum qualifications for the position may be considered.

### **Preferred Qualifications:**

- Preference for candidates with prior community college teaching and administrative experience.

The goal for WF has been previously achieved.

**Sixty-one (61) candidates applied:** 27 WM, 9 WF, 14 BM, 1 BF, 3 HM, 1 HF, 3 OM and 3 UM.

**Forty-eight (48) candidates did not meet the minimum qualifications:** 20 WM, 6 WF, 11 BM, 1 BF, 3 HM, 1 HF, 3 OM and 3 UM.

**Three (3) candidates were contacted to schedule an interview but they withdrew from consideration because they accepted other positions.** 1 WM, 1 WF and 1 BM

**Ten (10) candidates were interviewed:** 6 WM, 2 WF and 2 BM

The goal candidate (BM) was selected President of Region Three, Shoreline-West, which consists of Gateway Community College, Housatonic Community College, and Norwalk Community College. He currently serves as chancellor of the South Bend-Elkhart campus of Ivy Tech Community College in Indiana. He comes to CSCU with more than 30 years of educational and administrative experience. He holds a Bachelor of Arts degree from Moorehead State University, and a Master of Arts and a Ph.D. from the University of Wisconsin.

The candidate (WM) was selected President of Region One, Capital-East, which consists of Capital Community College, Manchester Community College, Middlesex Community College, Three Rivers Community College, and Quinebaug Valley Community College. He was currently a Vice President for Student Affairs at Portland Community College in Oregon. He had more than 10 years of educational and administrative experience and holds Bachelor of Science, a Master of Public Administration degrees from the University of Tennessee, Chattanooga, and a Doctorate of Education from the University of Alabama. He began his collegiate career at Chattanooga State Community College, where he earned an Associate of Science degree.

The candidate (WM) President of Region Two, North-West, which consists of Asnuntuck Community College, Naugatuck Valley Community College, Northwestern Community College, and Tunxis Community College. He currently served as president of both Asnuntuck Community College and Tunxis Community College. He currently was serving as president of both Asnuntuck Community College and Tunxis Community College. He has more than a decade of experience within the CSCU system. He holds a Master of Management degree from Cambridge College and a Doctor of Education degree from Nova Southeastern University. He began his collegiate career at Holyoke Community College, where he earned an Associate of Science degree.

## **CHIEF FINANCIAL OFFICER**

**1 WM**

The goal for WF and BM have been previously achieved.

The position was advertised in the Chronicle of Higher Education, InsideHigherEd.com, Diversity.com, and CT Department of Labor website. The position was also advertised on the CSCU Website, LinkedIn, Facebook and Twitter.

### **Position Requirements Include:**

MBA or other advanced degree from an accredited institution required. CPA or comparable work experience required. A minimum of ten years of relevant executive-level work experience required.

### **Qualifications, Skills and Personal Attributes:**

The successful candidate must possess abilities, skills and attributes appropriate to the position, including:

Demonstrated leadership and strategic planning skills essential to manage the financial and facility programs of a major, complex organization with sound financial and fiscal controls; direct the work of professional financial staff; develop and manage long-range budgets for complex organizations; provide effective guidance to policy-making boards of directors or regents; work within a team-based and cooperative structure; and work in a complex union environment.

Strong interpersonal skills and communication skills, (both, in oral and written form) to manage well at all levels of the organization and with staff at remote locations are essential. Strong problem solving and creative skills and the ability to exercise sound judgment and make accurate and timely decisions. High level of integrity and dependability with a strong sense of urgency and results-orientation. PC proficiency is essential (Windows environment) and strong working knowledge of Banner.

**Twenty-two (22) candidates applied:** 8 WM, 3 WF, 1 BM, 2 BF, 1 AAIANHNPI M, 5 UM and 2 UF

### **Nineteen (19) candidates did not meet the minimum qualifications:**

4 WM, 2 WF, 2 BF, 1 AAIANHNPI M, 1 UM and 1 UF. They did not have the required ten (10) years executive level chief fiscal experience.

2 WM, 1 WF, 4 UM and 1 UF did not have the required MBA or other advanced degree from an accredited institution required. CPA or comparable work experience.

**Three (3) candidates were interviewed:** 2 WM and 1 BM

The selected candidate (WM) possesses financial skills and experience of great breadth and depth. His knowledge of public finances, public finance rules and regulations was detailed in many examples he provided during the interview process. He also provided details of his organizational priorities and his capacity to implement priorities efficiently and effectively. He is a problem solver and someone who pays attention to details in financial reports and budgets.

He is effective working under pressure and in dealing with the needs and aspirations of multiple constituent units facing serious financial constraints. He has been successful in solving large budget problems in his present position. He also demonstrated experience in the management of state operating and capital budgets, executive management and leadership skills, implementation of shared services and direct experience providing legislative testimony. He had fifteen (15) years of government budget experience.

## **VP OF ENROLLMENT MANAGEMENT FOR THE CONNECTICUT STATE COMMUNITY COLLEGES**

**1 WF**

The hiring goals for WF and BM were previously achieved.

The position announcement was advertised in the Chronicle of Higher Education, higheredjobs.com, National Council on Black American Affairs (list serv), CT Association of Latinos in Higher Education (CALAHE), System professional and council list servs, CSCU Website and was sent to all CSCU campuses.

### **Position Summary:**

Reporting to the CSCU President or designee and serving as a member of the President's Leadership Team, the Vice President of Enrollment Management provides leadership for all aspects of the integrated delivery of enrollment strategies and services, using marketing savvy, data analytics, financial acumen, and a student-centered strategic vision to strengthen recruitment, matriculation and retention.

In 2023, with the establishment of a singly accredited institution and hiring of a College President, the VP of Enrollment Management will report to that leader and work closely with the Chief Financial Officer and Provost and VP for Academic and Student Affairs to ensure the institutions meets their goals.

The incumbent will collaborate with the CSCU Student Success Center and the CSCU Office of Research and System Effectiveness to develop data-driven policy and practice standards that support all students in their educational goals.

The VP of Enrollment Management develops and oversees a comprehensive enrollment management plan to ensure the campuses achieve their enrollment and retention goals, develops and manages the implementation and execution of an integrated marketing and recruitment plan, and directs the management of the various component activities of the enrollment management function including compliance with Board of Regents policies, and state and federal law.

The incumbent will have important collaborative relationships with Financial Aid, Admissions, Academic and Student Affairs Deans, Institutional Research, Student Success Center, Registrar's Office, Communications and Marketing, and Finance in advancing the CSCU's academic programs, enhancing marketing and communications, messages and outreach, identifying emerging markets, supporting student development efforts, and projecting short-term and long-range enrollment and net tuition revenue.

**Essential Duties:**

1. Achieve the BOR's endorsed metrics related to student enrollment, persistence and completion.
2. Demonstrate a deep commitment to student access and success, for students enrolled in the college system, for potential students, and for those who have graduated and/or transferred to one of the CT State Universities for bachelors and graduate degrees.
3. Articulate, develop, and implement a comprehensive enrollment strategy to establish and achieve the college system's student enrollment targets, including transfers, student focused course schedule building and forecasting.
4. Utilize knowledge of marketing, recruiting, enrollment forecasting, student-centered course scheduling, and forecasting, scholarships, and tuition discounting to create enrollment plans that align with the system's short- and long-term goals.
5. Collaborate with campus leaders to shape recruitment and marketing strategies that make the case for the value and impact of attending a state community college.
6. Apply data, statistical analysis and predictive analytics to drive enrollment and retention decisions.
7. Identify and determine how to deploy financial aid resources strategically and thoughtfully to enroll qualified students.
8. Demonstrate strong strategic ability to plan for change in ways that ensure broad buy-in and action that, in turn, significantly improve student access and success.
9. Effectively engage with the college system's internal and external stakeholders, at the local, state and national levels, strategically communicating in ways that advance student access and success.
10. Ensure that enrollment management structure for college system is positioned to support key initiatives such as Guided Pathways, Transfer Articulation Program (TAP) and developmental education. Embrace technology, social media and digital media and recognize its importance in communicating with the current generation of students.
11. Manage, lead, inspire and motivate enrollment staff across institutions.
12. Develop a clear understanding of campus cultures and community values; build relationships and bridges with people and offices on various campuses.
13. Oversee all enrollment management leaders across the campuses through the enrollment management offices and in collaboration with Campus CEOs.
14. Ensure compliance with all state and federal laws, FERPA regulations and Board policy and procedures, and Accreditation standards.
15. Related duties as required.

## **Leadership Qualities:**

1. Dynamic, entrepreneurial, team leader with the demonstrated ability to develop strategic goals and translate them into action.
2. Proven track record in planning and implementing strategies that impact student enrollment, retention and completion.
3. Deep knowledge of recruiting strategies; track record of success of expanding the numbers of students, particularly from diverse backgrounds.
4. Awareness of market and societal trends affecting community college enrollment.
5. Sophisticated understanding of data, research and information/enrollment systems.
6. Extensive knowledge and experience in data analysis and reporting.
7. In-depth knowledge of admissions, financial aid, student records and information systems, and federal regulations.
8. Maintains knowledge of best practices, new developments and innovative enrollment strategies in community colleges and higher education; recommends changes to maintain relevance of programs and services to meet student and institutional needs.
9. Understanding of marketing and the development of marketing strategies.
10. Collaborative leadership style that supports a diverse, inclusive and student-centered environment, and ensures success and accountability.
11. Demonstrated track record in networking and cultivating relationships that support the advancement of the institutions.
12. Expressed values consistent with the mission of the system, high ethical standards and acceptance of differing points of view.
13. Excellent spokesperson for the institutions.
14. Demonstrated ability to communicate effectively within multiple levels of an institution.

**Minimum qualifications** include a Master's degree (Doctorate preferred) and substantial experience in higher education enrollment management with a minimum of six (6) or more years of higher-level enrollment management leadership experience at the Director, Dean or Vice President level, with an outstanding record of enrollment management leadership, e.g. admissions, financial aid, student retention programs, transfer and marketing. Experience at public institutions preferred, community college experience preferred.

Preferred:

- Experience at public institutions;
- Experience at community colleges;
- Experience with Banner student information system.

Also required is experience in the development and implementation of strategic enrollment plans and projection reports based on market-driven data analysis, and experience in budgeting, supervision, student services planning, leading teams, and working with diverse populations. Substitute education and experience that meets the minimum qualifications for the position may be considered.



**Eighteen (18) candidates applied:** 5 WM, 4 WF, 4 BM, 2 BF, 1 HF, and 2 OF.

**Nine (9) candidates did not meet the minimum experience and training requirements** - a Master's degree (Doctorate preferred) and substantial experience in higher education enrollment management with a minimum of six (6) or more years of higher-level enrollment management leadership experience at the Director, Dean or Vice President level. 1 WM, 1 WF, 3 BM, 2 BF, 1 HF and 1 OF

**Nine (9) were interviewed:** 4WM, 3 WF, 1 BM and 1 OF

The selected candidate (WF) had experience leading cross-functional teams of Vice Presidents and collaborated with academic areas and supported all enrollment efforts in her current position. She had direct experience in decision-making and was responsible for leadership of the enrollment staff. She had experience with new enrollment technology, data analysis and made decisions based on assess programs, the market, and the relevancy of the programs.

**ASSOCIATE VP OF STUDENT SUCCESS & ACADEMIC INITIATIVES** **1 WM**

The hiring goals for WF and BM were previously achieved.

The position announcement was advertised in the Chronicle of Higher Education, higheredjobs.com, National Council on Black American Affairs (list serv), CT Association of Latinos in Higher Education (CALAHE), System professional and council list servs, CSCU Website and was sent to all CSCU campuses.

### **Position Summary**

Under the leadership of the Executive Director, the Center supports the goals of the CSCU System:

- A Successful First Year: Increase the number of students who successfully complete a first year of college
- Student Success: Graduate more students with the knowledge and skills to achieve their life and career goals
- Affordability and Sustainability: Maximize access to higher education by making attendance affordable and our institutions financially sustainable
- Innovation and Economic Growth: Create educational environments that cultivate innovation and prepare students for successful careers in a fast-changing world
- Equity: Eliminate achievement disparities among different ethnic/racial, economic, and gender groups

The work of the Center, under the leadership of the Executive Director, informs the direction of the System Office and the CSCU institutions and creates coherence across the many success and completion initiatives underway in Connecticut. The Guided Pathways movement, which helps more students efficiently complete credentials, transfer, and attain jobs with value in the labor market, is foundational to the student success efforts in the CSCU system.

The leadership of the Executive Director builds the capacity of the CSCU system to engage in and advance student success efforts at scale, which includes the development of related public policy.

The Executive Director supervises a team that fosters a process in which faculty, staff, students, and administrators collaboratively develop a culture of academic and personal success for CSCU students. These efforts further include partners across the educational and workforce development spectrum.

The CSCU Student Success Center is one of fifteen such centers nationwide. The centers in this network collaborate across states and with national experts to consider ideas that can improve student persistence and completion. Through this network, the Executive Director connects the system with further resources and opportunities for the expansion of student success in the CSCU.

### Major Accountabilities

- Maintain a strong advisory team with key CSCU stakeholders to help develop and implement student success goals
- Develop and utilize metrics for student success in conjunction with the CSCU Office of Research and System Effectiveness
- Engage in the public policy process in support of the Center's goals in coordination with the Board of Regents for Higher Education
- Support CSCU system efforts toward college and university sustainability
- Actively engage with national partners to collaborate on student success initiatives, participate in relevant national networks and convenings, and raise the profile of the CSCU system
- Manage the annual Center budget and other resources to achieve the Center's goals
- Supervise the CSCU Associate Director of the Student Success Center as well as all other Center staff, and maintain an environment in which staff may develop and thrive professionally
- Implement and cultivate a culture of shared leadership by engaging staff at all levels to ensure individual as well as team accountability and excellence
- Plan, organize, and implement statewide convenings, programs, and events aligned to the Center's goals
- Build continuity and long-term buy-in for the student success agenda through consistent internal communication and reports on student success efforts and achievements
- Create and implement a Center marketing and public relations strategy, ensuring the Center's mission and accomplishments are consistently presented in a strong, positive manner to relevant stakeholders
- Identify additional resource requirements, oversee grant management as needed, and collaborate internally and externally to explore additional funding opportunities
- Serve as CSCU Academic and Student Affairs liaison as needed, including to the CSCU Student Advisory Committee
- Travel, as required, both in and out of state to professional development events and related convenings, especially those relevant to the advancement of student success

### **Minimum Qualifications**

Master's degree in a related area; Doctorate preferred and a minimum of five years' experience in higher education leadership, student success and completion issues including the areas of academic and student planning, student support services, and teaching and learning.

Experience in working with collaborative initiatives, community college presidents, administrators and faculty, and building consensus and strong partnerships with internal and external stakeholders.

Demonstrated ability to multi-task in a complex environment with large teams of technical professionals. Ability to provide strategic, collaborative direction and leadership to a major initiative and develop strong partnerships.

Polished oral and written communication skills and exceptional interpersonal skills are required.

Demonstrated ability to define problems, collect data, establish facts, and draw valid conclusions.

**Seventeen (17) candidates applied:** 5 WM, 5 WF, 4 BF, 1 HM, 1 HF and 1UF

**Thirteen (13) candidates did not meet the minimum experience and training requirements:**

1 WM, 1 BF, 1 HF, 1 UF did not have the required Master's degree.

2 WM, 4 WF, 2 BF, and 1 HM did not have the required five (5) years of related experience in higher education leadership.

**Four (4) candidates were interviewed:** 2 WM, 1 WF and 1 BF

The selected candidate (WM) demonstrated his knowledge of the strategic direction of the CSCU Student Success Center and academic initiatives experience. He had ten (10) years of community college experience and worked on the implementation of Guided Pathways best practices for the consolidation. He also had experience with professional development and managed a complex initiative for the Guided Pathways Teams. He also developed a network of national partners through working on the "Jobs for the Future" and "Achieving the Dream" programs.

### **ASSOCIATE VP OF ACADEMIC AFFAIRS**

**1 WM**

The hiring goals for WF and BM were previously achieved.

The position was advertised in the Chronicle of Higher Education, highedjobs.com, National Council on Black American Affairs (list serv), CT Association of Latinos in Higher Education (CALAHE), System professional and council list servs, CBIA and EAMA, CSCU website and sent to all 17 institutions.

### **Position Summary:**

The Connecticut State Colleges and University System (CSCU) invites applications and nominations for the position of Associate Vice President for Academic Affairs. The position

assists with all manner of academic administration, policy, and planning, and leads system-wide initiatives at the direction of the Provost. This position seeks an energetic and enthusiastic academic leader with a successful record of administrative leadership in higher education and preferably with a thorough understanding of community colleges and universities. The Associate Vice President should possess the ability to work collegially and respond effectively to the needs of the Connecticut State Colleges and University System and its 17 constituent institutions. The Associate Vice President will have a vital role in the Students First Initiative. The Associate Vice President works closely with a wide range of state, system and campus constituencies and reporting agencies. A terminal degree is required. The successful candidate should be results-oriented, skilled at problem solving with the ability to work independently and efficiently, be a strong manager with good budgetary skills and the ability to work in a collaborative manner with the academic leadership at the 17 institutions across the system. This position reports to the CSCU Provost and Senior Vice President for Academic and Student Affairs.

- Major Accountabilities:**
1. Foster a culture of diversity and inclusion.
  2. Participate in regional accreditation visits on behalf of the system for the 17 institutions.
  3. Responsible for facilitating the academic program proposal process including new academic programs, program modifications, and program terminations, with a focus on community colleges.
  4. In support of the Board of Regents, manage and maintain academic policies and procedures designed to promote academic excellence and support student success.
  5. Collaborate with the system Academic Council in long-range academic planning and implementation including curricular and academic program planning and high impact practices.
  6. Support and participate in assessment and system/institutional effectiveness efforts.
  7. Help to facilitate academic initiatives such as dual enrollment, 2nd chance Pell, A to B, etc.
  8. Work with the Government Relations Director to review legislation and analyze impact on CSCU.
  9. Assist with reports, including minor and substantive change documentation to the Connecticut Office of Higher Education and the New England Commission of Higher Education (NECHE).
  10. Manage implementation, maintenance, and assessment of the BOR Transfer and Articulation Policy.
  11. Oversee implementation, maintenance, and assessment of remedial education reform resulting from Public Act No. 12-40.
  12. Coordinate academic affairs projects including library consortium and academic and student affairs policy revisions.
  13. Assist in supporting the BOR Faculty Advisory Council.
  14. Assist in supporting the BOR Academic and Student Affairs Committee.
  15. Research and provide advice on student support software for advising, registration, etc.
  16. Collaborate with the Office of Research and System Effectiveness to provide reports to the System Office, the Board of Regents, legislators, and the leadership of the 17 institutions that assist academic planning and decision making.
  17. Promote and support faculty training to ensure best practices in teaching and learning.
  18. Review documentation for promotion and tenure and summarize recommendations to the Provost regarding personnel action.
  19. Chair the Academic Calendar Committee.

20. Serve on relevant committees, workshops, and taskforces in support of CSCU system objectives.
21. Support management of federal and state grants at the system level in support of academic initiatives.
22. Support facilitation of curricular conversations within and across academic disciplines among 17 institutions.
23. Promote and support best practices for curriculum and program design.
24. Assist with consortia arrangements at the state, regional, national and international levels.

**Minimum Qualifications:**

A terminal degree, a PH. D or equivalent. A minimum of 15 years of progressive experience in higher education, including evidence of institutional leadership and transfer articulation. Demonstrated commitment to shared governance and evidence of collaborative and consultative decision-making. Excellent organizational, interpersonal, presentation, writing and editing skills. Ability to communicate effectively with diverse constituencies. Demonstrated skills in planning and project implementation. Demonstrated evidence to meet timelines and be responsive to system and campus requests. Knowledge of best practices, current issues, and future trends in higher education. Proven experience in curriculum development and evidence of having served on various academic/governance committees. Proven ability to provide leadership in a culture that values collegial decision-making. Ability to create and maintain strong relationships within a multi-dimensional environment. Utmost discretion in dealing with confidential information. Knowledge of accreditation agencies, standards, and policies. Knowledge of distance education and use of technology in instruction. Budgeting and managerial experience. Experience working with state and system governing boards.

**Two (2) internal candidates** applied and were interviewed: 1 WM and 1 BF

The selected (WM) had presented evidence of his direct experience collaborating, consensus building, knowledge of Connecticut’s colleges, teaching experience in the community college, and commitment to serve students throughout the interview process. He had extensive experience with NECHE standards and wrote related reports and had in-depth familiarity with CSCU Trans Articulation Program (TAP). He had applied knowledge of Guided Pathways, academic program consolidation, experience assessing program outcomes through the lens of equity and inclusion.

**VICE PRESIDENT OF HUMAN RESOURCES**

**1 WM**

The hiring goals for WF and BM were previously achieved.

Academic Career & Executive Search is pleased to assist Connecticut State Colleges and Universities System in their search for a highly accomplished Vice President for Human Resources.

The job announcement was advertised broadly nationally and statewide.

The Vice President position offers a rewarding opportunity for a collaborative, solutions driven human resources professional. This is a critical role in the Connecticut State Colleges and Universities System called upon to redesign existing systems and processes for over 10,000 employees of the State's system office and seventeen colleges and universities and provide transformational leadership in the design, development, and implementation of new system-wide human resource policies and practices to meet the needs of the newly developed community college system.

This is a critical role carrying full responsibility for the vision, leadership and administration of system-wide human resources, labor relations and employee relations programs. The Vice President also ensures HR operations are delivered in a uniformly high quality, efficient and law/regulation/policy compliant manner across the CSCU System.

The ideal candidate is an accomplished human resources executive with a comprehensive background in public sector/higher education human resources, experience in labor relations and change management. This position requires an excellent listener, willing to work across channels to promote strong, working relationships with constituents across the System as well as in labor relations. The ideal candidate is transparent, diplomatic and an excellent communicator, able to clearly convey and disseminate information across the System.

The Vice President of Human Resources position reports directly to the CSCU President and offers excellent benefits. Located at the System's central office, the position supports the CSCU President, college and university leadership, and the Board of Regents in meeting organizational and employee needs for human resource solutions that support and further the CSCU mission for the System. The position influences system-wide classified and unclassified personnel services for over 10,000 employees and expenses of approximately \$955 million annually.

The position directly supervises the Director of HR Administration, Labor Relations Associate and Manager of Inclusion and Diversity in the System Office and provides technical assistance to Chief HR Directors at the twelve community colleges, Charter Oak State College and Chief HR Officers at the four state universities and Charter Oak State College.

**ESSENTIAL DUTIES:** Vice President for Human Resources

1. Develop strategic and effective initiatives for enhancing the capabilities of the CSCU System's workforce at all levels and in all occupational groups toward achievement of the System's academic mission and educational strategies.
2. Create and develop constructive relationships with key representatives of collective bargaining units on behalf of the CSCU System through which legitimate rights of all employees are respected and protected. These relationships contribute to a harmonious joint effort to simultaneously achieve positive accomplishments by the workforce in concert with achieving the CSCU System's mission.
3. Develop, recommend and implement programs, policies and procedures to assist in the effective management of each institution's human resources and labor relations practices. This includes such actions as taking (or identifying) positive and pro-active steps to enhance

employer/employee relations as well as determining the impact and application of legislation and regulations and advising managers on proper action for compliance.

4. Provide effective labor relations services for the System and its institutions. Provide effective representation of the interests of the CSCU System and its workforce in matters such as grievances at all steps of the grievance process, including arbitration, unfair labor practice complaint hearings, and other administrative hearings, as well as to serve as a reliable witness in legal proceedings. This duty also includes assisting managers in related matters such as proper treatment of discipline cases and case preparations. This accountability includes researching and writing or directing the preparation of arbitration briefs and other administrative documents.

5. Conduct fair, effective and efficient labor contract and related negotiations, with collective bargaining units which represent members of the System's workforce toward achieving the System's academic mission and educational strategies.

6. Oversee System-wide office human resource, affirmative action and equal opportunity programs administration. Manage and develop a Human Resources and Labor Relations staff with the objective of providing sound and effective human resources management and labor relations programs and policies for optimizing the constructive utilization of the System's workforce.

7. Represent the agency before the Commission on Human Rights and Opportunities (CHRO) or the U.S. Equal Employment Opportunity Commission (EEOC), review empirical information, conduct necessary interviews, and draw appropriate conclusions in response to complaints filed, communicate with CHRO throughout the CHRO complaint process and assist in the development of the agency's legal position concerning the complaint.

8. Provide ongoing direction to the development of sound human resource management policies and practices through ongoing research, training, and assessment of current issues and emerging needs of practitioners for meeting future human resource requirements of the System.

**Required Qualifications:**

- Minimum of a Master's degree in human resource or labor relations management, public administration, organizational behavior or a related field.
- No less than seven years of related human resource and labor relations management experience in a public or private institution of higher education at a managerial level.

or

- A combination of education, training and experience, which would lead to the competencies required for successful performance of the position's essential duties.
- Demonstrated ability to carry out the full range of professional human resource and labor relations management functions in a public institution of higher education.

- Demonstrated ability to understand, interpret, apply and advise on complex laws and regulations affecting human resource management, labor relations, and related fields such as insurance and workers' compensation.
- Demonstrated ability to conduct strategic management and provide leadership and direction to diverse groups, as well as to advise managers and counsel employees in employment-related matters.
- Demonstrated ability to conduct effective hearings, presentations and negotiations on sensitive and contested labor relations issues.

**Preferred Qualifications:**

- Experience in a diverse public higher education system, that includes collective bargaining agreements for faculty, non-teaching professional and classified personnel.

**About Connecticut State Colleges and Universities (CSCU)**

The Connecticut State Colleges and Universities (CSCU) are a system of 17 public colleges and universities across Connecticut, under the governing authority of the Board of Regents for Higher Education (BOR). There are three constituent units of CSCU: the four Connecticut state universities (CSU), the 12 Connecticut community colleges (CCC), and Charter Oak State College (COSC). As of the fall 2018 semester, the system serves more than 140,000 undergraduate and graduate students through noncredit, certificate, and degree programs.

**Eleven (11) candidates applied:** 3 WM, 6 WF, and 2 BF

**Five (5) candidates did not meet the minimum qualifications:** 4 WF and 1 BF. They did not have Minimum of a Master's degree in human resource or labor relations management, public administration, organizational behavior or a related field

**Six (6) candidates were interviewed:** 3 WM, 2 WF and 1 BF

One (1) White male selected had over 30 years of human resources administration experience that included labor relations, recruitment, affirmative action/equal employment opportunity, compensation and classification, benefits and human resources administration. His former position was a Global HR Director working across 40 countries with 200 legal entities and 19 labor unions and worker councils. His human resources background experience was in higher education, corporate and international.

**ASSOCIATE VP ACADEMIC AFFAIRS**

**1 WM**

The hiring goals for WF and BM were previously achieved.

This employee was moved into a full time position from part time position. No other applicants were eligible for this position. One (1) candidate applied, was interviewed and selected.



## **PROFESSIONAL NON-FACULTY**

### **Hiring Goals**

6 White Females  
2 Hispanic Males  
1 Hispanic Female  
2 AAIANHNPI Males

## **DIRECTOR OF FINANCE & ACCOUNTING**

**1 WF**

This appointment achieved a hiring goal.

This position was announced on the CSCU Website and the CT Department of Labor Website. The position announcement was also sent to the Connecticut Association of Diversity and Equity Professionals (CADEP).

### **Position Summary:**

Located in Hartford, CT, this Director of Finance & Accounting position is responsible for the overall direction and supervision of the CSCU community college finance and accounting operations, including oversight of accounting policies and procedures, journal entries within the general ledger, internal and external financial reporting, completion of audits and compliance related matters. The incumbent will be considered a lead agent on various finance initiatives and responsible for maintaining a structure which promotes sound fiscal management across the Community College system with extensions out to the Universities and Charter Oak State College. The roles and responsibilities of this position may evolve over time and adapt to structural changes which may be made in the next few years.

### **Essential Duties and Major Accountabilities:**

Manage the CSCU Finance & Accounting Office and supervises department staff. Ensure that all essential monthly accounting control functions are accomplished including all necessary reconciliations. Furnish training to staff as required, and develop and provide reporting tools on a monthly basis. Incumbent may be required to present information on a formal basis to executives or outside professionals.

### **Accounting:**

Develop and manage the establishment, promulgation and adoption of consistent system-wide accounting policy and procedures. This includes such actions as developing and disseminating guidelines and instructions, providing additional guidance to financial officers of colleges, universities and System Office staff on proper accounting procedures, reviewing System-wide accounting entries for soundness, reasonableness, and accuracy, consulting with colleges and universities' financial staff on accounting policy and procedure, and presenting financial reports as needed to senior management, the Board of Regents and other state fiscal oversight bodies.

Develop and manage the proper accounting treatment for transaction; maintaining the general ledger, and administering and supervising accurate monthly reporting.

Assist in leading the development of system-wide finance processes and the implementation of system-wide finance systems. Manage finance system set-up and security access to system office-managed finance systems.

Provide finance and system support to community college campuses including; documentation, directions and training. Identify system enhancements to programs, reports and queries. In coordination with IT, write functional specifications to program, test, implement changes and manage and monitor finance system interfaces with both internal and external systems.

**Financial Reporting:**

Develop, prepare, and present complex analyses, reports and financial statements on areas of financial and fiscal control, such as cash projections, debt management, financial aid, and applicable changes in tax code. Lead system wide task forces and committees as appropriate. Research and respond to various requests for information from internal and external contacts.

Develop and manage reporting to other outside agencies, such as the Department of Higher Education, Department of Administrative Services, the Office of the State Comptroller and other external entities as necessary. Ensure that accurate and consistent data and accounting treatments are applied for all reports. Oversee and develop staff in the in-depth analysis of System wide reports.

**Audit & Compliance:**

Manage the CSCU community college annual financial audit. This includes providing education and guidance to the financial officers of the universities/colleges on required submissions to outside auditors, development of System wide entries and analysis, and the timely closing of entries and the application of consistent accounting throughout the System.

**Initiatives:**

Assist in identifying, developing and leading system wide efficiency initiatives related to the finance and accounting functions and support the CSCU Controller in the management and coordination of large complex projects. Work with a diverse set of stakeholders to develop consensus and achieve identified goals.

**Minimum Qualifications:**

Bachelor's level degree in accounting, finance, business or public administration required. Master's degree preferred. Seven years of progressive experience in accounting and financial management. Demonstrated ability to determine and apply professional accounting standards for the financial control of large, complex, multiple location organizations using computerized accounting systems. Demonstrated ability to direct professional and para-professional accounting staff. Demonstrated ability to apply sound professional judgment and initiative.

-Advanced knowledge of Microsoft Office Suite, specifically the ability to manage communications and schedules through Microsoft Outlook, shape and interpret financial data within Microsoft Excel, and effectively present utilizing Microsoft PowerPoint.

- Functional knowledge of Generally Accepted Accounting Principles (GAAP) and the application of Government Accounting Standards Board (GASB) standards. Advanced knowledge of GAAP/GASB and experience preparing annual financial statements preferred.
- Advanced knowledge of the Ellucian Banner Finance system preferred.
- Experience with external and internal audits conducted under State, Federal and national frameworks preferred.
- Working or advanced knowledge of the CSCU system preferred.

**Six (6) candidates applied:** 1 WM and 5 WF

**Three (3) candidates did not meet the minimum qualifications:** 1 WM and 2 WF  
They did not have the required seven (7) years of progressive experience in accounting and financial management.

**Three (3) candidates were interviewed:** 3 WF

The selected candidate (WF) had extensive experience in accounting, finance, budgets and planning. She has experience producing financial statements and reports. She had a solid foundation in accounting processes and internal control frameworks. She also had a CPA designation.

#### **ASSISTANT DIRECTOR OF FINANCIAL AID**

**2 WF**

Both of these appointments achieved hiring goals.

The position was posted internally for all SUOAF union members at each of the universities. The position announcement was also advertised on the CT Association of Professional Financial Aid listserv and also on the CSCU Website.

#### **Position Summary:**

The Assistant Director of Financial Aid Services assists in the operation of the financial aid programs and services for the Connecticut State Colleges & Universities. The Assistant Director serves as the primary contact for the twelve community colleges using Ellucian's Banner Financial Aid module. The Assistant Director is charged with the day-to-day responsibility of providing functional user support to community college financial aid staff. In addition, the incumbent consults regularly with the CSCU System Office Information Technology staff in ensuring the proper operation of the Banner Financial Aid module.

The incumbent must possess a broad knowledge of US Department of Education rules and regulations. This requires a working knowledge of both federal and state compliance matters. The Assistant Director must be proficient in analyzing and making recommendations on topics such as student debt, financial literacy, gainful employment, and other current regulatory issues.

### **Examples of Essential Duties and Accountabilities:**

The following examples of duties and accountabilities illustrate the general range of tasks assigned to the position but are not intended to define the limits of required duties. Other essential duties may be assigned consistent with the general scope of the position.

#### **A. Program Operation and Maintenance:**

Consistent with financial aid practices and systems, and federal and state requirements, the Assistant Director is accountable for the following:

1. Assisting in the development, adaptation, and maintenance of the financial aid information system to meet the needs of CSCU and its institutions;
2. Working with technical staff to identify and resolve system problems.

#### **B. User Support Services**

The Assistant Director is responsible for the following support functions:

1. Serving as the primary contact person and resource for financial aid staff at the community colleges, and providing functional assistance on a daily basis in the use of the Banner Financial Aid module;
2. Working with technical staff in providing consistent and reliable user support services to the CSCU financial aid community;
3. Develops extracts with the assistance of the user community;
4. Maintains an inventory of financial aid reports and training materials;
5. Maintains and supports the appropriate use of rule and validation forms;
6. Identifies the need and prepares specifications for functional improvements and enhancements;
7. Assists end users in report generation and use;
8. Maintains website content.

#### **C. Liaison to Users, Technical Staff and External Agencies:**

As assigned by the Director, the Assistant Director is accountable for the following:

1. Liaison between staff at college Financial Aid Offices and the System Office regarding operation of the system at the college level. Works closely with technical staff to identify system problems and help resolve/test during the maintenance or implementation process;
2. Assisting the Director in the development of communication material with external agencies regarding regulations and programs which will have an impact on the manner in which information systems are utilized;
3. Authorizing changes to Banner security access levels;
4. Identifying trends, issues, and problems, then developing potential solutions and recommendations to the attention of the Director.

#### **D. Training and Development**

The Assistant Director may be responsible for training and related services to staff members at institutions as follows:

1. Working with institution staff in the implementation and maintenance of new or underutilized Banner functions and maximizing effective use of the database;

2. Preparing, maintaining and distributing end-user documentation and training materials;
3. Participating in the coordination and delivery of training sessions for end-users;
4. Assisting CSCU personnel who require familiarity or training in the use of various Banner Financial Aid functions.

**Minimum Qualifications:**

Incumbents are required to have demonstrated advanced knowledge and abilities in the following areas:

- Substantial experience with financial aid information systems;
- Comprehensive knowledge of financial aid rules and regulations;
- Training and assisting staff members in a higher education environment;
- Interacting favorably with staff, federal, state and other agency personnel;
- Familiarity with funding sources, their policies and regulations;
- Effective oral and written communications skills.

These skills and abilities are acquired through a combination of education, training and experience which would include a Bachelor's degree in a related field together with two to four years of related experience; or a combination of education, training and experience which would lead to the competencies required for successful performance of the position's essential duties.

**Work Environment**

Incumbents perform most of their work in office settings where minimal physical effort is required. Incumbents operate personal computers and related equipment. Normally, travel is not required except for attendance at regional or central meetings and conferences. Incumbents will be required to deliver or participate in assistance and training activities and workshops at campuses within the CSCU system. These duties may involve attendance at evening or weekend events.

**Fifteen (15) candidates applied:** 2 WM, 6 WF, 2 BM, 2 HF and 3 UM

**Eight (8) candidates did not meet the minimum qualifications:**

1 WM, 1BM, 1 HF and 1 UM did not submit complete application paperwork that included a cover letter, resume, CSCU application and three (3) professional references.

1 WF, 1 HF and 2 UM did not have the required two (2) to four (4) years of related experience.

**Seven (7) candidates were interviewed:** 1 WM, 5 WF and 1 BM

The selected goal candidate (WF) had ten (10) years of financial aid experience and worked with financial systems at another higher education institution similar to Banner. She had experience with financial aid rules, regulations and different types of funding sources.

The other selected goal candidate (WF) had eight (8) years of financial aid experience. She had experience providing training to new staff members on updates or changes to financial aid rules and regulations. She also had experience with financial aid systems, reports and funding.

This appointment achieved a hiring goal.

The position announcement was advertised in the Chronicle of Higher Education, higheredjobs.com and on the CSCU website. The position announcement was shared with a network of student success professionals at a national conference.

**Position Summary**

The Associate Director is an integral member of a team that fosters a process in which faculty, staff, students, and administrators collaboratively develop a culture of academic and personal success for CSCU students. These efforts further include partners across the educational and workforce development spectrum.

The CSCU Student Success Center is one of fifteen such centers nationwide. The centers in this network collaborate across states and with national experts to consider ideas that can improve student persistence and completion. As a representative of the CSCU in this network, the Associate Director connects the system with further resources and opportunities for the expansion of student success in the CSCU.

**Major Accountabilities**

- Support, and in the absence of the Executive Director lead an advisory team with key CSCU stakeholders to help develop and implement student success goals
- Lead an ongoing process for system-wide assessments of student success efforts, for example via the Community College Research Center's Scale of Adoption Assessment process, and develop summary reports of the results
- Support and when appropriate lead specific student success efforts, including those included in the implementation of Guided Pathways in the CSCU system
- Support CSCU system efforts toward college and university sustainability
- Actively engage with national partners to collaborate on student success initiatives, participate in relevant national networks and convenings, and raise the profile of the CSCU system
- Support all Center staff and help maintain an environment in which staff may develop and thrive professionally
- Lead and assist the Executive Director in the planning, organizing, and implementation of statewide convenings, programs, and events aligned to the Center's goals
- Provide support to Center activities including communications, registration, compilation of records, reports of proceedings, calendar maintenance, and related arrangements
- Support continuity and long-term buy-in for the student success agenda through consistent internal communication and reports on student success efforts and achievements
- Communicate with and respond to inquiries from internal and external stakeholders and interested parties on behalf of the Center
- Support the development and maintenance of a Center marketing and public relations strategy, ensuring the Center's mission and accomplishments are consistently presented in a strong, positive manner to relevant stakeholders
- Travel, as required, both in and out of state to professional development events and related convenings, especially those relevant to the advancement of student success

### **Minimum Qualifications**

Master's degree in a related area and a minimum of two to five years' experience in higher education leadership, student success and completion issues.

Experience in working with collaborative initiatives, college administrators and faculty, and building consensus and strong partnerships.

Demonstrated ability to support the Center's strategic direction, define problems, collect data, and establish facts.

Ability to collaborate with a variety of state and national professionals, prioritize tasks, and communicate clearly and effectively through oral presentations and in writing.

**Thirty-five (35) candidates applied:** 7 WM, 11WF, 2 BM, 7 BF, 2 HF, 3 UM and 3 UF

**Twenty-eight (28) candidates did not meet the minimum qualifications:**

1 WM, 1 BM, 2 BF, 1 UM did not submit a complete application package that included a cover letter, resume, CSCU application and three (3) professional references.

4 WM, 4 WF, 3 BF, 1 UM and 1 UF did not have the required Master's degree.

1 WM, 4 WF, 2 BF, 1 HF, 1 UM and 1 UF did not have the required two to five years' experience in higher education leadership, student success and completion issues

**Three (3) candidates were contacted for an interview but withdrew from consideration.**

1BM, 1 HF and 1 UF.

**Four (4) candidates were interviewed:** 1 WM, 3 WF

The selected goal candidate (WF) had experience working with education technology, peer monitoring, First Year Experience programs, coaching and advising and worked with learning communities and with a number of other student success initiatives in previous and current positions. She had experience in higher education and had exceptional connection by candidate to theory of change and research based beliefs in regard to adoption of guided pathways practices across the Connecticut State Colleges and Universities.

She had a direct awareness of Students First initiatives and Guided Pathways work and has work experience reviewing and understanding the Student Success Center Network and Jobs for the Future.

**ASSOCIATE FOR FINANCE & ACCOUNTING**

**1WF**

This appointment achieved a hiring goal.

The position announcement was mailed to SUOAF union members, CSCU and DOL websites.

**Position Summary**

The CSCU Finance Division oversees and manages the financial system for twelve (12) community colleges, four (4) state universities, and Charter Oak State College. This Associate for Finance & Accounting position in the CSCU System Office Finance Division will be responsible for complex accounting functions and financial reporting in support of this system.

This position will also assist in the application of the CSCU automated financial system to the consistent recording and reporting of financial transactions to ensure alignment with Board of Regents' policy, and state and federal statutes. This is a State University Organization of Administrative Faculty (SUOAF) Bargaining Unit position located at the CSCU System Office in Hartford.

### **Essential Responsibilities**

Develop and maintain a current knowledge of GAAP standards and guidelines along with applicable State of Connecticut General Statutes, government and higher education policies and procedures.

Participate in the maintenance of coding structures to ensure that all financial activity is properly reflected in the financial records of both internal and external financial systems.

Prepare monthly Operating Fund, Bond Fund, General Fund and Check Writing reconciliations, including the investigation and resolution of outstanding items. Maintain the financial reporting of payroll activities and reconciliations of payroll expenditures to systems, including calculation of workers' compensation.

Review key operating and general ledger accounts and other activities that impact the General Ledger, to ensure that correct practices are being followed, consult with and advise CSCU institutions regarding problems, solutions and proper methods.

Prepare and consolidate the monthly Non-appropriated Cash Status Report for the CSCU system. Compile data and prepare reports, statements, studies and analysis as required for internal and external entities such as internal auditors, external auditors, Auditors of Public Accounts (APA), Office of the Treasurer (OTT), and the Office of the State Comptroller (OSC).

Prepare high-level financial reports such as IPEDS, STIF, SEFA, GAAP and other financial reports as assigned.

Responsible for year-end and start up GASB entries, including Depreciation, Allocation of Summer Tuition Revenue, Accruals for Salary, Fringe, Accounts Payable, Allowance for Doubtful Accounts, Unrecorded Liabilities and Prepaid Expenses.

Participate in the preparation of year-end audited financial statements for the CSCU system and Foundations, including extracting financial data, assembling data into statement format, and reviewing accuracy of submitted footnotes. Participate in the internal administration of external audits.

Prepare detailed functional specifications for custom financial reports and revisions. Perform comprehensive testing for all system upgrades and other changes.



Provide functional support and collaborate with the Information Technology team to research and trouble-shoot user and system problems, develop, test, communicate, document and implement solutions for fixed assets, payroll and finance modules as assigned.

Participate in the development and maintenance of procedure manuals and training documentation. Provide general functional training for fixed assets, payroll and finance to end users.

Perform system-wide year-end fixed asset reconciliation, including review and update of records and coordination of System Office inventory.

Perform and oversee reconciliation of internal financial records to those of the State, and of general and subsidiary ledger accounts in one or more of the following areas: cash and cash equivalents, account receivable, accounts payable, grants, financial aid, and fixed assets.

Prepare and process journal entries for expense vouchers, transfer invoices, payroll recovery and year end entries.

Assist in the development of accounting and financial procedures and provide accounting support and training to the CSCU system.

Prepare financial data in support of system-wide indirect cost rates for use in grant proposal writing.

### **Minimum Qualifications**

A Bachelor's degree in accounting or related field required. Master's Degree preferred. Minimum of four years' experience in accounting in the areas of preparation of financial statements, finance experience in a non-profit or public organization, and experience in the evaluation of accounting systems, policies and 3 procedures. Ability to use computer and associated software; strong oral and written communication skills; and considerable interpersonal skills are required. These qualifications may be waived for individuals with appropriate alternate experience.

**Twenty (20) candidates applied:** 6 WM, 4 WF, 1 BM, 3 BF, 1 HM, 4 UM and 1 UF.

**Twelve (12) candidates did not meet the minimum qualifications:** 2 WM, 3 WF, 2 BF, 1 HM, 3 UM and 1 UF.

2 WM, 3 WF and 2 UM did not have four (4) years' experience in accounting in the areas of preparation of financial statements, finance experience in a non-profit or public organization, and experience in the evaluation of accounting systems, policies and 3 procedures.

2 BF, 1 HM, 1 UM and 1 UF did not submit a complete application package that included a cover letter, resume, CSCU application and three (3) professional references.

**Eight (8) candidates were interviewed:** 4 WM, 1 WF, 1 BM, 1 BF and 1 UM.

The selected goal candidate (WF) had finance office experience that focused on accounting principles and creating all types of financial statements and reports. She had worked with Excel, Banner and the financial modules of CORE-CT. She had worked in a higher education instruction and also had governmental accounting experience.

## **ASSISTANT COUNSEL**

**1WF**

With this hire, all goals for WF were achieved.

The position announcement was advertised on the National Lawyers Association and National Employment Lawyers Association websites and also CSCU and DOL Websites.

Reporting to the Counsel of the Connecticut State College and University System, the Assistant Counsel provides legal support and guidance on a full range of higher education issues impacting the seventeen campuses within the jurisdiction of the CSCU System. This position provides legal support to address campus needs which often means managing discrimination complaints from both students and employees, providing interpretations of statutes, regulations and policies, addressing legal questions as they arise and providing training to assure legal compliance and coordinating the Civil Rights Law Compliance, the assessment of the registered sex offenders for the 12 Community Colleges and may serve as System Representative to certain Councils.

### **Essential Duties:**

- Conducts legal research on complex issues relating to CSCU and the institutions within it.
- Supplies legal guidance in the form of written memoranda and oral presentations.
- Provides legal advice to academic and administrative leaders of CSCU on a variety of substantive issues.
- Represents senior administrative, executives and managers in administrative hearings; serves as contact person for litigation matters and Attorney General designee for CHRO; responds to CHRO complaints.
- Develops training materials and other resources as needed, coordinates training for institutions on legal issues with a particular focus on Freedom of Information, copyright, intellectual property, and information technology.
- Drafts and participates in the administrative review of contracts, leases, licenses, royalty agreements and other documents through which CSCU transacts its legal business.
- Monitors and assists with matters in litigation as necessary.
- Supports and provides legal advice to Academic and Student Affairs Staff; manages and responds to complaints from parents and students.
- Keeps abreast of issues and developments in legal specialty areas by reading journals, attending professional conferences, and conferring with colleagues nationwide.
- Supports legislative liaison and reviews drafts of proposed legislation.
- Drafts and vets policy for review and adoption.
- Conducts investigations as required.
- Receives, reviews and responds to Freedom of Information requests.

### **Minimum Qualifications:**

Considerable knowledge and ability to interpret relevant state and federal laws, statutes, and regulations; considerable knowledge of legal practices and procedures in federal courts and state venues; considerable knowledge of legislative processes at the state and federal level; considerable knowledge of management principles and techniques; considerable interpersonal skills and considerable oral and written communication skills.

Must be admitted to practice law in the State of Connecticut. Three (3) years of experience is required of which one (1) year of experience must be related to public service, education or employment.

Must be able to drive and be willing to travel throughout State.

**Personal Attributes:**

Ability to analyze the risk presented in a wide variety of situations, and to advise internal clients on acceptable levels of risk and risk mitigation strategies. The position requires consistent exercise of sound judgment, often under time pressure and without complete information.

Possess strong organizational skills; demonstrated ability to work independently; ability to learn quickly, to assess a situation accurately and render timely, practical advice. Strong interpersonal skills, ability to communicate and manage well at all levels of the organization and with staff at remote locations is essential.

**Preferred Qualifications:**

Five (5) years of experience is required of which three (3) years of experience must be related to public service, education or employment.

**Seven (7) candidates applied:** 1 WM, 3 WF and 3 UF.

**Three (3) candidates did not meet the minimum qualifications:** 1 WM and 2 UF

They were not admitted to practice law in the State of Connecticut.

**Four (4) candidates were interviewed:** 3 WF and 1 UF

The selected goal candidate (WF) was a member of the New York bar and had experience from the Office of General Counsel, CUNY. She was going through the process to have the Connecticut bar waived and had the paperwork to verify the waiver was being granted. She had experience working at a large public university system and dealt with a myriad of issues and complaint investigations.

**ASSISTANT COUNSEL**

**1WF**

The hiring goal for WF was previously achieved.

The position announcement was advertised on the National Lawyers Association and National Employment Lawyers Association websites and also CSU and DOL Websites.

Reporting to the Counsel of the Connecticut State College and University System, the Assistant Counsel provides legal support and guidance on a full range of higher education issues impacting the seventeen campuses within the jurisdiction of the CSCU System. This position provides legal support to address campus needs which often means managing discrimination complaints from both students and employees, providing interpretations of statutes, regulations and policies, addressing legal questions as they arise and providing training to assure legal compliance and coordinating the Civil Rights Law Compliance, the assessment of the registered sex offenders for the 12 Community Colleges and may serve as System Representative to certain Councils.

**Essential Duties:**

- Conducts legal research on complex issues relating to CSCU and the institutions within it.
- Supplies legal guidance in the form of written memoranda and oral presentations.
- Provides legal advice to academic and administrative leaders of CSCU on a variety of substantive issues.
- Represents senior administrative, executives and managers in administrative hearings; serves as contact person for litigation matters and Attorney General designee for CHRO; responds to CHRO complaints.
- Develops training materials and other resources as needed, coordinates training for institutions on legal issues with a particular focus on Freedom of Information, copyright, intellectual property, and information technology.
- Drafts and participates in the administrative review of contracts, leases, licenses, royalty agreements and other documents through which CSCU transacts its legal business.
- Monitors and assists with matters in litigation as necessary.
- Supports and provides legal advice to Academic and Student Affairs Staff; manages and responds to complaints from parents and students.
- Keeps abreast of issues and developments in legal specialty areas by reading journals, attending professional conferences, and conferring with colleagues nationwide.
- Supports legislative liaison and reviews drafts of proposed legislation.
- Drafts and vets policy for review and adoption.
- Conducts investigations as required.
- Receives, reviews and responds to Freedom of Information requests.

**Minimum Qualifications:**

Considerable knowledge and ability to interpret relevant state and federal laws, statutes, and regulations; considerable knowledge of legal practices and procedures in federal courts and state venues; considerable knowledge of legislative processes at the state and federal level; considerable knowledge of management principles and techniques; considerable interpersonal skills and considerable oral and written communication skills.

Must be admitted to practice law in the State of Connecticut. Three (3) years of experience is required of which one (1) year of experience must be related to public service, education or employment.

Must be able to drive and be willing to travel throughout State.

**Personal Attributes:**

Ability to analyze the risk presented in a wide variety of situations, and to advise internal clients on acceptable levels of risk and risk mitigation strategies. The position requires consistent exercise of sound judgment, often under time pressure and without complete information. Possess strong organizational skills; demonstrated ability to work independently; ability to learn quickly, to assess a situation accurately and render timely, practical advice. Strong interpersonal skills, ability to communicate and manage well at all levels of the organization and with staff at remote locations is essential.

**Preferred Qualifications:**

Five (5) years of experience is required of which three (3) years of experience must be related to public service, education or employment.

**Fifteen (15) candidates applied:** 4 WM, 7 WF, 1 BM, 1 BF, 1 OM and 1UF

**Seven (7) candidates did not meet the minimum qualifications:** 1 WM, 4WF, 1 OM and 1 UF

1WM and 1 WF did not have the required three (3) years of experience of which one (1) year of experience must be related to public service, education or employment.

3 WF, 1 OM and 1 UF did not submit the required application paperwork that included a cover letter, resume, CSCU application and three (3) professional references.

**Eight (8) candidates were interviewed:** 3 WM, 3 WF, 1 BM and 1 BF

The selected candidate (WF) was in private practice with the law firm Gordon & Rees Scull Mansukhani and handled employment law cases. She had a range of litigation experience including employment discrimination, sexual harassment and retaliation claims as well as some experience in commercial real estate transaction. She is a member of the CT Bar Association.

**CONTROLLER**

**1 WF**

The hiring goal for WF was previously achieved.

The position announcement was advertised on the CSCU and DOL Websites. This announcement was also sent to a few of the accounting, budget and financial associations that the System Office Finance Department had active memberships.

**Position Summary:** The Controller is responsible for all aspects of accounting, annual reporting, internal control, policies and procedures, cash management, and treasury functions related to the Connecticut State Colleges & Universities' seventeen universities, colleges, and on-line state college. The Controller directs all aspects of finance, accounting, audits and risk management functions for the organization. The position is located at the System's central office and serves as a resource to the seventeen institutions. The position is also the central officer for annual reports and all audits, both external and internal. The system-wide operating budget is in excess of \$1 billion.

**Supervisory Responsibilities:** The position reports to the Chief Financial Officer. The position directly supervises full- and part-time professionals, and may direct part-time student workers.

**Position Duties and Responsibilities:** 1. Supervise employees engaged in system office accounting, grant accounting, community colleges' accounting services, university accounting services, and accounts payable/receivable. 2. Maintain the standard chart of accounts throughout the system. 3. Develop and publish annual reports required by regulations, currently three: (1) universities, (2) colleges, and (3) Charter Oak State College. Work with outside auditors to ensure all aspects of GASB and/or GAAP are met. Align all three reports in terms of content and format. 4. Supervise grant reporting as required. 5. Support System Office Facilities organization with accounting and tracking assistance. 6. Coordinate with IT on system-wide infrastructure management and periodic upgrades related to bond-funded capital improvements. 7. Develop and maintain a system-wide set of policies for accounting and purchasing procedures. 8. Ensure all external and internal audit reports are responded to promptly, and review and approve all responses, ensuring internal controls are secure. 9. Administer the first Enterprise Risk Management assessment, and update as deemed necessary. 10. Coordinate with Director of Budgets and Planning to ensure quarterly cash reporting is aligned with budget and Finance Committee requirements.

**Qualifications:** Knowledge of finance, accounting, budgeting, and cost control principles including Generally Accepted Accounting Principles. Knowledge of automated financial and accounting reporting systems. Knowledge of federal and state financial regulations. Ability to analyze financial data and prepare financial reports, statements and projections. Work requires professional written and verbal communication and interpersonal skills. Ability to motivate teams to produce quality materials within tight timeframes and simultaneously manage several projects. Ability to participate in and facilitate group meetings. Experience with management of enterprise financial systems required. Banner and PeopleSoft experience preferred. This is normally acquired through a combination of the completion of a Master's Degree in Finance or Accounting and a minimum of five (5) years of experience in a senior-level finance or accounting position. A CPA or CMA is preferred but not required. Work requires willingness to work a flexible schedule.

**Work Environment:** Incumbents typically perform their work in offices. The work involves extensive use of personal computers, but does not, normally, involve any significant physical effort. Reasonable accommodation will be made for incumbents and candidates with physical limitations. Incumbents are expected to travel between campuses and to the System Office to attend meetings, collaborate on projects, and provide general support to campuses.

**Twelve (12) candidates applied:** 3 WM, 4 WF, 1 BF, 1 UM and 3 UF

**Seven (7) candidates did not meet the minimum qualifications:**

1 WM, 2 WF, 1 BF, 1UM and 2 UF did not have a combination of experience that included the completion of a Master's Degree in Finance or Accounting and a minimum of five (5) years of experience in a senior-level finance or accounting position.

**Five (5) candidates were interviewed:** 2 WM, 2 WF, and 1 UF.

The selected candidate (WF) had extensive experience auditing financial statements including nonprofit sector accounting. She had knowledge of accounting principles and budgeting. She had experience with detailed audits and complex findings. She also is a CPA.

**ASSOCIATE FOR BUDGET & FINANCE**

**1 WF**

The hiring goal for WF was previously achieved.

The position announcement was advertised to all internal SUOAF union members through the Connecticut State Colleges and Universities (CSCU).

One (1) WF SUOAF employee from Southern CT State University applied, was interviewed and offered the position. Active SUOAF employees have first rights to positions throughout the CSCU campuses and the System Office.

**EXEC DIR OF STRAT INITIATIVES, SPONSORED RES & STUD AFFAIRS**

**1 WF**

The hiring goal for WF was previously achieved.

This employee was moved into a full time position from part time position. No other applicants were eligible for this position. One (1) candidate applied, was interviewed and selected.

**FACILITIES DESIGN PLANNER**

**1 BM**

The hiring goal for WF was previously achieved.

This position was advertised with the American Institute of Architects (AIA CT), Society for College and University Planning (SCUP), LinkedIn, CT Department of Labor and on the CSCU Website. The announcement was also forward to the Connecticut Association of Diversity and Equity Professionals (CADEP) listserv.

**Position Summary:**

Located in Hartford, CT, this Facility Design Planner position is responsible for project planning and oversight of a variety of construction and renovation projects involving the Connecticut State College & University (CSCU) system of twelve (12) community colleges. The incumbent will be considered a lead agent on these projects and will collaborate closely and provide expert direction and insight to campus administrators and facility staff, and contractors during all aspects of project planning and execution. The roles and responsibilities of this position may evolve over time and adapt to organizational structural changes which may be made during the next few years.

**Essential Duties and Major Accountabilities:**

The Design Planner is accountable for contributing to a physical environment that enhances the CSCU System's educational mission through effective performance in these essential functional areas of architectural design, construction management, and capital budgeting.

1. Responsible for planning, developing project budgets and administration of design & construction of capital construction projects for the Community Colleges. This accountability includes such essential tasks as:

- a. Administer facility designs, construction drawings and specifications;
- b. Oversee and review designs prepared by consulting architects, engineers and designers;
- c. Conduct feasibility studies of proposed construction, renovation and repair projects and making appropriate recommendations;
- d. Participate in the development and maintenance of computerized design, drafting and archiving systems.

2. Responsible for bidding and construction administration of the community colleges' minor capital projects (agency-administered projects). This accountability includes such essential tasks as:

- a. Obtain and analyze construction bids and make contract awards according to established standards of cost and qualifications;
- b. Conduct periodic site inspections to verify quality of construction and adherence to plans and specifications;
- c. Approve and process payments to contractors;
- d. Negotiate and process change orders on projects when necessary;
- e. Conduct final tests and inspections, obtain warranties and authorize final payments to contractors.

3. Manage and administer the design process, and professional architectural and engineering design consultants.

4. Review project drawings and specifications and coordinate with consultants and other state agencies.

5. Interface with the State's Department of Construction Services, Office of the State Building Official and State Fire Marshal's Office representing the community colleges during planning, design, and construction of major and minor capital projects.

6. Capital Budget: The Facilities Associate is accountable for contributing to the effective planning for the Community College System's facilities and to its fiscal control. This accountability includes such essential tasks as:

- a. Participate in long range planning for facilities and equipment including consideration of the Community College System's central mission of higher learning as well as functional, aesthetic, safety and environmental goals;
- b. Participate in development of standards for engineering, architecture, safety and environmental considerations in future designs;
- c. Develop specific project budgets and participate in development of long range budget plans.

### **Minimum Qualifications:**

Bachelor's degree in a related field. Master's degree preferred. Five (5) years of progressive experience in construction related administration. Professional license as an architect or engineer. A bachelor's degree and significant experience in a related field may be considered in lieu of a professional license.



Incumbents must have demonstrated professional skills and abilities in architecture, engineering, structural design, building construction and administration, computerized drafting and design, and capital planning and budgeting.

**Three (3) candidates applied and interviewed: 2 WM and 1 BM**

The selected candidate (BM) had a Master's degree in Architecture. He had eight (8) years of experience and directly handled multi-million dollar projects from conception to the conclusion with excellent project programming and problem solving skills. He had hands on work experience dealing directly with the computer software programs and electronic media applications. He was proficient in Bluebeam, Revit and AutoCAD computer systems. He presented copies of his portfolio with his own hand sketches, computer animated drawings and project budgets and estimates.

**PROJECT DIRECTOR OF NATIONAL ADVANCED MANUFACTURING 1 BM**

The hiring goal for WF was previously achieved.

The position announcement was advertised on the CSCU and DOL Websites.

**Position Summary:** Oversees \$8 million in grant funding in collaboration with community colleges, state agencies, national employers, industry professional organizations and state agencies, both in Connecticut and across the United States.

**Reporting & Supervisory Relationships** • Position reports to the Chief of Staff to the CSCU President, Connecticut State Colleges and Universities. • Maintain excellent communication with the Executive Director of Strategic Initiatives to ensure, as manager of all federal grants, that they are properly and proactively informed of grant progress and any potential obstacles and the plan to address same • Establish process for regular written updates to the Chief of Staff and key stakeholders.

**Major Accountabilities** • Responsible for oversight and management of the Department of Labor-Scaling Apprenticeship Project (\$8 million) to ensure compliance with deliverables and time lines set forth in the grant • Establish and oversee grant-related processes, procedures and implementation plans with all grant stakeholders to ensure coordination of effort and successful implementation • Maintain and monitor the overall grant budget, including individual sub recipient and/or contractor budgets, to ensure timely and efficient expenditure of grant funds • Responsible for creation and maintenance of fiscal and program data files for the project • Hire and supervisor grant staff, as needed • Coordinate and manage day-to-day tasks to meet contracted deliverables for the successful implementation and completion of the project • Monitor expenditures, contracted project goals and reporting of partners and ensure compliance with scope of grant • Ensure that the grant metrics are being met and, if necessary, work with grant partners to develop action plans to meet grant deliverables • Develop and maintain sound collegial relationships with industry and partners to fulfill grant requirements • Suggest changes to the project as necessary to improve project performance • Establish a schedule for and conduct meetings of project partners sub recipients to facilitate coordination and to ensure

satisfactory grant progress • Establish systems, in collaboration with CSCU System Office, to ensure financial compliance and budget monitoring.

### **US Department of Labor/Compliance**

- Serve as point of contact/liaison with the US Department of Labor (USDOL)
- Prepare and file all necessary reports and updates required by USDOL, and if necessary, any budget or Statement of Work modifications
- Coordinate all activities and preparation for USDOL site visit, if needed
- Participate in audits, if needed
- Work with grant staff and partners to recruit, facilitate training and provide services to project participants
- Organize and implement consortium-wide activities for recruiting and job readiness skills as applicable.

### **Program Promotion and Outreach**

- Coordinate development and dissemination of grant related materials, project information, products, and services
- Work with CSCU staff and others to market the grant and grant-related programs and activities
- Produce a newsletter or other communication at least monthly
- Use social media, as appropriate, to effectively market the grant and its programs.

### **Curriculum Development**

- Work with internal and external stakeholders to ensure quality instructional experiences and address training issues
- Ensure that apprenticeship programs meet all standards for quality as required by USDOL

### **Third Party Evaluation**

- Conduct any Request for Proposal or other procurement processes for third party evaluator, if needed, and any other grant-wide resources
- Work collaboratively with third party evaluator and develop action plans, as needed, to address any findings to improve program effectiveness
- Participate, if needed in any national evaluation effort of USDOL.

### **Strategic Partnerships**

- The Project Director will represent the grant and CSCU with state agencies, such as the CT Department of Labor, Department of Economic and Community Development, Chambers of Commerce, the Connecticut Business and Industry Association and other industry associations
- To ensure sustainability, the Project Director will work closely with CSCU leaders to ensure that grant activities are aligned with the state's strategic plan for advanced manufacturing and that grant programs are developed in a way that maximizes their ability to be replicated statewide and nationwide.

### **Other**

- Perform other grant-related duties as assigned.

**Minimum Qualifications:** The successful candidate is expected to have substantial documented experience in these areas: • Demonstrated experience in management, preferably in higher education and/or significant experience in managing large-scale projects involving partnerships with higher education institutions • Demonstrated administrative and/or management experience in workforce development • Demonstrated experience in grants management, preferably with

USDOL or other federal agencies and involving multiple, diverse partners • Excellent written and oral communication skills • Demonstrated experience in effective management of multiple, competing priorities • Ability to meet deadlines • Information technology literacy skills • Strong customer service skills • Bachelor's degree and/or related industry leadership experience which would provide the competencies required for successful performance of the position's responsibilities • Minimum of three (3) years budgeting and fiscal experience and three (3) years of progressively increased responsible project management experience • Preference will also be given to candidates who possess a Master's degree, knowledge of state, federal and local funding guidelines, and/or experience with educational and training programs similar to those in the grant.

**Seven (7) candidates applied:** 1 WM, 4 WF, 1 BM and 1 HM

**Three (3) candidates did not meet the minimum qualifications.** 1 WM, 1 WF and 1 HM

1 WM applied after the closing date.

1 WF and 1 HM did not have the required three (3) years budgeting and fiscal experience and three (3) years of progressively increased responsible project management experience.

2 WF were qualified and contacted for an interview but withdrew because they both accepted other positions.

**Two (2) candidates interviewed:** 1 WF and 1 BM

The selected candidate (BM) had a wealth of manufacturing experience. He had fourteen (14) years of experience at Electric Boat in positions of increasing responsibility and leadership. He had worked almost a decade as an electrical engineer, and was recruited to serve as Industry Liaison for the Connecticut Early College Opportunity and the Rhode Island P-TECH Programs, programs that foster collaboration between community colleges, high schools and industry partners to recruit and prepare high school students for middle skill positions in manufacturing. His responsibilities were expanded in 2018 to include development and management of Electric Boat's Summer High School Internship Program (SHIP), and most recently, he was named Workforce Development Specialist with responsibility for development of curriculum for apprenticeship programs at Electric Boat and developing and coordinating Electric Boat's participation in the Manufacturing Pipeline Initiative (MPI).

He developed a number of skills that align well with the needs of NAMAP. He developed new programs, created curriculum, managed data and reporting requirements and worked collaboratively with partners from various sectors. He had extensive experience in building successful partnerships across academia and industry and knows how to work within those systems to create quality training programs that meet employers' real time needs.

**DIRECTOR OF GOVERNMENT RELATIONS**

**1 HF**

This appointment achieved a hiring goal.

### **Essential Responsibilities**

Conduct research, prepare written analyses, and develop strategies to affect and influence present and proposed public policy, legislation, and regulation impacting the CSCU System.

Monitors progress of System sponsored legislation as well as other legislation that will impact the System; analyzes the impact of legislative proposals being considered by the General Assembly on the CSCU System.

Informs the CSCU President and college and university leaders on current state and federal policy and legislative activities and emerging issues.

Manages the intersession policy development process, assesses current and upcoming legislative priorities and opportunities and provides guidance and support regarding implementation and legislative intent of proposals

Facilitates extensive interactions with executives, administrators, legislative staff and others. In this role, the incumbent is expected to represent the system in a positive manner, maintaining a high degree of courtesy, cooperation, and respect and to collaborate with executives and other employees to ensure legislative proposals clearly articulate the intent and desired outcomes of proposals. Conducts effective lobbying and governmental relations efforts with federal, state and local officials and their staffs, supporting the CSCU System's interests and long term goals.

Works with the CT General Assembly to advocate for the inclusion of CSCU System priorities in various programs and budgets. Communicates with interior and exterior stakeholders to secure support for legislative initiatives.

Serves as the primary representative and manages all activities related to CSCU appearances before various official legislative hearings, meetings, and task forces. Provides guidance and assistance to appropriate CSCU staff members with implementation of new or revised state law.

### **Qualifications**

Demonstrated ability to analyze and interpret laws, regulations and legislation and to apply them to and determine their effect on higher education; ability to advise policy makers on the effects of regulation and legislation and to guide their policymaking efforts; ability to affect legislators and government officials in a persuasive and convincing manner to take actions favorable to the CSCU System.

The incumbent functions as a skilled negotiator, communicator and problem-solver with considerable knowledge of State and Federal statutes and regulations and must demonstrate solid independent judgment and analytical skills. Exceptional interpersonal skills with a demonstrated ability to communicate effectively both verbally and in writing in a collegial environment are required.

Personal attributes include strong leadership capabilities, integrity, and ability to effect change and motivate others.

A Bachelor's degree in public administration, political science or a related field together with a minimum of five (5) years of professional experience in developing, coordinating, and

implementing effective government relations programs required. Experience working with the CT General Assembly as well as experience in higher education preferred.

These qualifications may be waived for individuals with appropriate alternative experience.

**Six (6) candidates applied:** 2 WM, 1 BM, 2 HF and 1 AAIANHNPI M

**Three (3) candidates did not meet the minimum qualifications:** 1 BM, 1 HF and 1 AAIANHNPI M

They did not have the required minimum of five (5) years of professional experience in developing, coordinating, and implementing effective government relations programs.

**Three (3) candidates were interviewed:** 2 WM and 1 HF

The selected goal candidate (HF) had developed and lobbied legislative priorities including tracking proposed legislation, drafting written testimony for public hearings and organizing meetings with key legislators to further proposals impacting government. She maintained relationships with state delegates, legislators and state representatives and served as the point of contact to media outlets, associations, and consultant groups.

## **PROGRAM MANAGER FOR LIBRARY CONSORTIUM**

**1 WM**

The hiring goal for WF and HF were previously achieved.

The position announcement was advertised in the CSCU and DOL Websites and also on the Connecticut Association of Diversity and Equity Professionals and to the Connecticut Library Consortium.

### **Position Summary:**

Located in Hartford, Connecticut, the Program Manager for Library Consortium Operations will lead the adoption and operation of shared CSCU system-wide library administrative systems and services in support of the academic libraries of the state universities, community colleges, Charter Oak State College, and to the Connecticut State Library. The incumbent will negotiate and manage vendor contracts for library resource licensing and procurement initiatives; coordinate system-wide collaborative efforts between the Council of Library Directors and external agencies (such as the Connecticut State Library, UConn and the Connecticut Commission on Educational Technology); and employ an in-depth understanding of library operations, priorities, management best-practices and service portfolio capabilities to coordinate with members of the Council of Library Directors.

The incumbent functions as a skilled negotiator, communicator and problem-solver with considerable knowledge of academic library operations and policy-making. In addition to exercising initiative and flexibility, the incumbent must bring a creative approach to project management and leadership, as well as the capacity to work well with a large and diverse set of stakeholders, and have demonstrated excellent independent judgment.

**Supervisory and Other Relationships:**

This position reports to the CSCU Provost & Senior Vice President for Academic and Student Affairs. The position may supervise full- and part-time professionals and clerical staff, and may direct part-time student workers. The position will work in conjunction with the System Office's Contracts, Procurement, and Purchasing Department for all procurement, negotiations and contracts. This position is responsible for coordinating library consortium operations at the CSCU System Office and the system's seventeen institutions of higher education.

**Essential Duties and Major Accountabilities:**

1. Plan, direct, and manage, in conjunction with the Council of Library Directors and other appropriate CSCU senior administrators and staff as required, all activities for the CSCU System Office in support of the procurement and delivery of system-wide academic library services. This includes:

- Planning, testing, implementing and operating system-wide shared administrative library services, in conjunction with the libraries, vendors and assigned staff.
- Representing the CSCU System to providers of system-wide shared services for purposes of procurement and on-going support.
- Specifying and approving vendor agreements for shared library resources and services as requested and approved by the Council of Library Directors
- Seeking regular input from the Council of Library Directors to identify and understand each library's needs and priorities.
- Informing stakeholders and leading in the achievement of collaborative, consensus-driven decisions.

2. Develop, in close coordination with the Council of Library Directors, policies and practices that maximize benefits across the CSCU system to faculty, staff, and students.

3. Work with the Council of Library Directors, CSCU administrators, and other employees to ensure that academic needs are met and that library operational requirements are clearly articulated.

4. Work with the Council of Library Directors, and other appropriate CSCU constituents to develop and support system-wide Open Education Resources (OER) initiatives.

5. Identify opportunities for system-wide savings through volume purchasing, strategic purchasing and contract negotiations.

6. Identify and recommend potential workflow improvements and efficiencies in acquisitions, cataloging, circulation, resource sharing, and discovery system functionality across participating libraries.

7. Procure training and coordinate training programs for academic library professionals, as requested.

8. Serve as a liaison between the CSCU and the Connecticut State Library to coordinate library services provided for that agency.

9. Serve as a liaison between CSCU and UConn Libraries to explore and offer enhancements of library services to faculty, staff and students of both systems.

10. Maintain beneficial working relationships with the institutions' directors of library services and academic officers as required to promote progress on system-wide efforts.

11. Directly supervise any assigned library staff for the CSCU System Office and oversee System Office library budgets.

**Minimum Qualifications:**

Excellent oral and written communication and interpersonal skills. Demonstrated ability to serve in a leadership capacity at a higher education academic library. Demonstrated experience in developing Requests for Proposals (RFPs) and other justification documents. Demonstrated knowledge of applicable State and Federal statutes, library database licensing, software licensing and other agreements, and best practices for procurement and management of library resources. Demonstrated knowledge of and direct experience with current library standards and practices in all aspects of integrated library systems, including electronic resources' management. Demonstrated ability to manage the work of professional and support staff in library operations and related disciplines. Demonstrated knowledge of Open Education Resources and experience with copyright and intellectual property licensing (e.g., Creative Commons) preferred.

Personal attributes include strong leadership capabilities, integrity, and ability to effect change and motivate others. Position requires sound judgment and analytical skills.

These skills and abilities typically would be acquired through a combination of experience and training which includes a Master's degree in Library and Information Science from a program accredited by the American Library Association, together with three (3) or more years of library system administration experience and five (5) or more years of related management or leadership experience with an academic library, a library consortium, or a private firm with an academic library focus.

**Eight (8) candidates applied:** 3 WM, 3 WF, 1 BF, and 1 UF

**Four (4) candidates did not meet the minimum qualifications.** 1 WM, 1 WF, 1 BF and 1 UF. – they did not have a Master's degree in Library and Information Science from a program accredited by the American Library Association, together with three (3) or more years of library system administration experience and five (5) or more years of related management or leadership experience with an academic library, a library consortium, or a private firm with an academic library focus.

**Four (4) candidates were interviewed:** 2 WM and 2 WF

The selected candidate (WM) had library leadership experience and a successful career collaborating with colleagues to provide library collections, systems, and services that supported the evolving needs of academic learners and researchers. His experiences include his current position as Associate University Librarian (AUL) for Collections and Discovery at the University of Connecticut, and prior positions as Assistant Director for Acquisitions and Collection Management at East Carolina University, Coordinator of Serials at Mississippi State University, as well as numerous roles on national, regional, state and local committees and working groups.

**LABOR RELATIONS ASSOCIATE**

**1 WM**

The hiring goal for WF and HF were previously achieved.

The position announcement was advertised in the CSCU and DOL websites. The position announcement was forwarded to the Connecticut Bar Association and to the Connecticut Association of Diversity and Equity Professionals.

**Essential Responsibilities:** Manage and perform the delivery and administration of labor relations programs and services to contribute to the effective utilization and management of the CSCU System including the following: □ Responsible for contract and grievance administration; advises colleges with respect to unclassified and classified employee issues; serves as CSCU President's designee for System Office Step II classified grievances; represents colleges at Step III classified grievance meetings; under supervision serves as CSCU President's designee for unclassified grievances at the System level and conducts grievance meetings, drafts responses and settlement agreements. □ Assists in providing advice and guidance to CSCU Human Resource managers with respect to employee grievances and problems. Prepares communications to CSCU institutions; gathers and compiles information in response to requests from unions, State's Office of Labor Relations, and Department of Administrative Services; provides assistance in development and delivery of system-wide training programs for labor relations designees, supervisors, etc. □ Investigates employee complaints and issues; interviews witnesses and prepares reports; secures statements; gathers records, documents and other relevant materials; and recommends disposition of complaints. □ Serves as Liaison with Office of Labor Relations, Department of Administrative Services and other state agencies, as appropriate, on questions related to labor relations compliance. □ Provides research and support for contract administration and negotiations; gathers and analyzes data needed for negotiations with unclassified employee unions and for other labor relations functions; may research contract language; may draft proposals; solicits changes and may make recommendations regarding classified contracts in connection with Statewide contract negotiations; maintains a grievance tracking database and runs grievance activity reports; and provides others in the HR department with information concerning current practices. □ This position may supervise staff.

**Minimum Qualifications:** Bachelor's degree in management, labor relations, or a closely related field, and a minimum of four (4) years of related experience in human resources management or labor relations; or a comparable combination of experience and training. Demonstrated ability to carry out the full range of labor relations and contract administration functions in a complex, unionized, public sector employment environment. Demonstrated ability to understand, interpret, apply and advise on complex laws, regulations and collective bargaining agreements affecting human resource management, labor relations and related fields. Considerable knowledge of state and federal laws, statutes, regulations and guidelines; knowledge of rules of evidence and hearings' procedures before administrative bodies; knowledge of employee classification and compensation; knowledge of human resource administration; knowledge of principles and practices of employee compensation and benefits; considerable interpersonal skills; oral and written communication skills; negotiating skills; skill in writing technical contract provisions; ability to interpret and apply statutes, contracts and regulations; ability to prepare for and present cases at grievances or other administrative hearings; and investigative ability. PC proficiency (Windows environment) is required.



**Personal Attributes:** Strong interpersonal skills and the ability to communicate and manage at all levels of the organization and with staff at remote locations are essential. Strong problem solving and creative skills and the ability to exercise sound judgment and make decisions based on accurate and timely analyses. High level of integrity and dependability with strong sense of urgency and results orientation. Preferred

**Qualifications:** Labor Relations and contract administration experience in a higher education environment is highly desirable. Core-CT (PeopleSoft) and SCT Banner experience preferred. Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience have prepared them for the responsibilities of this position.

**Twelve (12) candidates applied:** 4 WM, 2 WF, 1 BF and 5 UF

**Nine (9) did not meet minimum qualifications:** 3 WM, 1 BF and 5 UF

1 WM and 3 UF did not submit the required application paperwork that included a cover letter, resume, CSCU application and three (3) professional references.

2 WM, 1 BF and 2 UF did not have a minimum of four (4) years of related experience in human resources management or labor relations; or a comparable combination of experience and training.

**Three (3) candidates were interviewed:** 1 WM and 2 WF

The selected candidate (WM) had higher education union experience and dealt directly with union grievances at all levels and had knowledge of union negotiations and arbitration proceedings. He had good communication and investigation skills. He was also a 3<sup>rd</sup> year law student.

## **DIRECTOR OF COMMUNICATIONS**

**1 WM**

This candidate was obtained from the Office of the Governor after the incumbent in this position (HF) at the CSCU switched positions to work for Governor Ned Lamont. No other applicants were eligible for this position. One (1) White male was interviewed and offered the position.

## **COSC DIRECTOR 1**

**1 WM**

**This position was moved to the System Office from Charter Oak State College. No other applicants were eligible for this position.**

One (1) White male applied, was interviewed and offered the position.

## **PROGRAMMER IV**

**1 WM**

**This position was moved to the System Office from Charter Oak State College. No other applicants were eligible for this position.**

One (1) White male applied, was interviewed and offered the position.

**ECM SENIOR SYSTEMS ADMINISTRATOR**

**1 WM**

**This position was moved to the System Office from Charter Oak State College. No other applicants were eligible for this position.**

One (1) White male applied, was interviewed and offered the position.

**EXEC FOR DIGITAL LEARNING**

**1 WM**

**This position was moved to the System Office from Charter Oak State College. No other applicants were eligible for this position.**

One (1) White male applied, was interviewed and offered the position.

**SECRETARIAL CLERICAL**

**Hiring Goals**

1 White Male

1 Hispanic Female

1 AAIANHNPI Female

No hiring activity occurred during the reporting period.

**TECHNICAL PARAPROFESSIONAL**

**Hiring Goals**

1 White Male

1 Black Female

**ASSISTANT FOR BUDGET & FINANCE**

**1 WM**

This appointment achieved a hiring goal.

The position announcement was advertised to all SUOAF union members and on the CSCU and DOL Website.

**Position Summary**

The CSCU Finance Division oversees and manages the financial system for twelve (12) community colleges, four (4) state universities, and Charter Oak State College. This Assistant for Budget & Finance position in the CSCU System Office Finance Division will provide support for financial analysis, assisting with development, implementation, monitoring and reporting

functions to assure accurate and consistent recording and reporting of budget plans. This position is responsible for assisting with preparation of budgets and fiscal reports; assisting with preparation for analysis of financial data and student data; and works with college and university finance personnel as well as other internal constituents to resolve issues related to budgets and planning. This position also assists with data gathering for analysis and reconciliation (general fund, operating fund, grant and bond funds) as required.

### **Essential Responsibilities**

Uses Banner and Core-CT systems to create reports used for variance analysis. 2

Assist in the development of the CSCU system-wide current services operating budget, including generation of historical and projected revenues and expenditures reports. Assists with the annual Spending Plan and Biennial Budget process for the System Office including the preparation of worksheets, analysis and review of budgetary information. Collects required information for the analysis and preparation of the annual budget. Helps prepare internal monthly budget status reports from Banner in excel and pdf format. Serves as budget assistant contact for internal and external users. Assists with development of other financial reports and summaries of financial data as required.

Assists with preparation of Tuition and Fee Request worksheets for submission to colleges and universities. Assists in preparation of final presentation package of Tuition and Fee request for Board approval. Assists with the Mid-Year Spending Plan process including the preparation of worksheets for the CSCU request packages. Reviews organizational budget requests for completeness and accuracy. Follows up with departments to resolve any open issues.

**Minimum Qualifications:** Bachelor's degree in accounting, finance, business administration or related area is required. At least one year of experience in budget management and planning for spending priorities. Experience in budgetary processes; and operational and accountability measures of higher education are required. Proficiency with use of Ellucian Banner and Core-CT software applications. Ability to use computer and associated software; strong oral and written communication skills; and considerable interpersonal skills are required.

**Six (6) candidates applied:** 3 WM, 1 WF, 1 BF, and 1 UU

**Four (4) candidates did not meet the minimum qualifications:** 1 WM, 1 WF, 1 BF and 1 UU

1 WF and 1 UU did not have the required Bachelor's degree in accounting, finance, business administration or related area and at least one (1) year of experience in budget management and planning for spending priorities.

1 WM and 1 BF did not submit a complete application package; cover letter, resume, CSCU application and three (3) professional references.

**Two (2) candidates were interviewed:** 2 WM

The selected goal candidate (WM) had experience with budgeting, Core-CT and SCT Banner. He also had knowledge and experience of different state funding programs and was skilled using Excel spreadsheets and financial reports.

## **CSCU FINANCE ADMINISTRATOR TRAINEE**

**1 WF**

The hiring goal for WM was previously achieved.

### **Position Summary:**

As a trainee, the incumbent will receive formal and/or on-the-job instruction and training designed to provide the necessary knowledge and skills to qualify for appointment to an administrative position of higher rank within the State University Organization of Administrative Faculty bargaining unit.

### **Position Responsibilities:**

The incumbent receives formal and/or on-the-job instruction and training in introductory accounting functions and financial reporting, finance support and oversight, system functions and processes; Performs a variety of increasingly difficult duties as skills are acquired during the course of the training program including:

- Performing general accounting functions and duties including analysis, reconciliations, and corrections of various financial accounts and reports
- Reconciliation and maintenance of payroll expenditure
- Assists in the preparation of financial reports such as IPEDS and STIF

Assists in the compilation of data and the preparation of reconciliation, reports, statements, studies, and analysis for internal and external entities, such as external auditors, Auditors of Public Accounts (APA), and the Office of the State Comptroller (OSC).

- Participates in the year-end fixed asset reconciliation including review and update of records
- Provides assistance with financial systems maintenance and testing
- Provides support to various finance processes such as check writing, Purchase Card program, Escheatment, 1099 vendor tax reporting, 1098T process, accounts receivable billing functions, unclaimed Title IV.

### **Education and Experience Requirements:**

**Knowledge, Skill and Ability:** Evidence of basic aptitudes, motivation, interest and ability, sufficient to provide a reasonable foundation for acquiring the knowledge and skills required for a designated administrative classification; ability to read, interpret and understand written material; ability to use language effectively and properly; learning and reasoning ability.

**Experience and Training:** Associate Degree in Accounting, Business, or similar major. Bachelor's Degree in Accounting or related field preferred. A combination of education and work-related experience may be acceptable; or four (4) years' employment in a community college or university finance department and a commitment to engage in a course of study as agreed with the appropriate manager prior to appointment to this class.

**Fourteen (14) candidates applied:** 3 WM, 3 WF, 1 BM, 1 BF, 1 HF, 2 UM and 3 UF

**Ten (10) candidates did not meet the minimum qualifications:** 2 WM, 2 WF, 1 BF, 1 HF, 2 UM and 2 UF

1 WM, 1 WF, 1 BF, 1 UM and 1 UF did not have the required Associate Degree in Accounting, Business, or similar major. Bachelor's Degree in Accounting or related field preferred. A combination of education and work-related experience may be acceptable; or four (4) years' employment in a community college or university finance department and a commitment to engage in a course of study as agreed with the appropriate manager prior to appointment to this class.

1 WM, 1 WF, 1 HF, 1 UM and 1 UF did not submit the required application paperwork that included a cover letter, resume, CSCU application and three (3) professional references.

**Four (4) candidates were interviewed:** 1 WM, 1 WF, 1 BM and 1UF

The selected candidate (WF) had previous work experience at one of the community colleges and worked in the Finance Department. She graduated with her Associates degree in Accounting and worked for the last five (5) years at Tunxis Community College assisting the Finance Office staff with accounts receivables and financial reporting.

**FINANCE ADMINISTRATOR TRAINEE**

**1 OM**

The hiring goal for WF was previously achieved.

This OM employee was moved into a full-time position from part time position. No other applicants were eligible for this position. One (1) OM candidate applied, was interviewed and selected.

**IT ADMINISTRATOR TRAINEE**

**1 WM**

The hiring goal for WM was previously achieved.

This WM employee was moved into a full-time position from part time position. No other applicants were eligible for this position. One (1) candidate applied, was interviewed and selected.

**ASSISTANT IN FINANCIAL SERVICES**

**1 WF**

The hiring goal for WM was previously achieved.

The position announcement was distributed to all SUOAF union members and advertised on the CSCU and DOL Website.

**POSITION RESPONSIBILITIES:**

Assists with tuition and fee and term setup and accounts receivable and billing functions. In collaboration with IT, runs and distributes annual 1099 tax forms. Processes vendor invoices/vouchers for payment, and resolves and responds to inquiries on payment status. Compiles data and processes journal entries, zero balance account wire transfers, and reports. Assists with travel authorizations, vouchers for travel reimbursements and cash advance reporting. Performs general accounting and finance duties including analysis and reconciliations. Monitors and reviews key data and documents for consistency, accuracy and reasonableness. May assist with check writing operations for CSCU System Office and institutions. Generates daily system-wide Transfer Invoices (TI's) for distribution to the CSCU institutions. May assist in the system-wide year-end fixed asset reconciliation, including review and update of records and coordination of System Office inventory. Acts as a general resource person for general finance inquiries and finance support requests. Creates and maintains various financial reports and files for the System Office and CSCU institutions. Assists and supports the Finance Department in fiscal year-end financial closing and related preparation. Assists in financial projects and provides support for accounting and finance support areas. Performs other duties and responsibilities which do not alter the basic level of the position.

**MINIMUM QUALIFICATIONS:** Bachelor's degree in accounting, finance, or business administration required. A minimum of two years' experience in accounting, fiscal or business office is required. Knowledge of bookkeeping, financial record keeping and basic governmental accounting principles and practices is preferred. Ability to use computer and associated software is required. These qualifications may be waived for individuals with appropriate alternate experience.

**Sixteen (16) candidates applied:** 5 WF, 2 BM, 1 BF, 2 HF, 1 OF, 1 UM, 3 UF, and 1 UU

**Ten (10) candidates did not meet the minimum qualifications:** 3 WF, 2 BM, 1 BF, 1 HF, 1 OF and 2 UF

1 BF did not have the required two (2) years' experience in accounting, fiscal or business office.

**Six (6) candidates were interviewed:** 2 WF, 1 HF, 1 UM, 1 UF and 1 UU

The selected candidate (WF) had an accounting and finance office experience. She also had knowledge GAAP accounting principles, financial recordkeeping and good computer experience developing financial reports and working with Excel spreadsheets.

## **PROMOTIONS**

### **EXECUTIVE/ADMINISTRATIVE/MANAGERIAL**

#### **No Promotional Goals Established**

No promotional activity occurred during the reporting period.

**PROFESSIONAL NON-FACULTY**

**No Promotional Goals Established**

**ASST FOR BUDGET & FINANCE TO FIN SERVICES SPECIALIST      1 WM**

This employee's position was reclassified to the Finance Services Specialist. No other employees were eligible for this promotional opportunity.

**FINANCE ADMIN TRAINEE TO ASST DIRECTOR OF FIN & ACCTG      1 WF**

This employee's position was reclassified to the Assistant Director of Finance & Accounting. No other employees were eligible for this promotional opportunity.

**SECRETARIAL CLERICAL**

**No Promotional Goals Established**

No promotional activity occurred during the reporting period.

**TECHNICAL PARAPROFESSIONAL**

**No Promotional Goals Established**

No promotional activity occurred during the reporting period.

## **PROGRAM GOALS ANALYSIS**

### **PROGRAM GOAL ACHIEVEMENT:**

1. A Program Goal is established to develop a statewide training program that includes mandatory Diversity, Sexual Harassment and Title IX mandates for the System Office, Community Colleges and State University staff.

**ACHIEVED:** Diversity and Sexual Harassment Training was developed by the Chief Diversity Officers from Manchester Community College, Western Connecticut State University and the Director of Diversity and Inclusion from the CSCU System Office. They facilitated an extensive training program for all community college and other agency employees incorporating Diversity, Sexual harassment, ADA, Title IX and micro-aggression training. All Community Colleges and System Office new employees were invited and eighty-four (84) employees were in attendance. For the System Office, in 2018, the breakdown for attendees was 1WM and 1BM. The breakdown of attendees in 2019 was as follows: 4 WM and 8WF. The plan is to continue this statewide training program annually.



Section 46a-68-91  
Career Mobility

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES**  
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**SECTION 46a-68-91**  
**CAREER MOBILITY**

This section was in Compliance in the last Affirmative Action Plan submission.

**Subsection (a)**

The Connecticut State Colleges and Universities (CSCU) System Office shall pursuant to Section 4-61u of the Connecticut General Statutes establish an effective program of career mobility as part of their affirmative action/equal employment opportunity program, as required by Section 46a-68 of the Connecticut Affirmative Action Regulations. The career and upward mobility initiatives that occur at the CSCU System Office would include the Secretarial/Clerical and Technical Paraprofessional occupational categories.

The Connecticut State Colleges and Universities (CSCU) System Office shall provide or make a provision for career counseling for such occupational groups in all departments.

Career counseling occurred through the reporting period and this listing below includes the participants between 3/1/2020 through 2/28/2022. Any employee that has an interest and motivation for advancement are parts of career mobility. Career development plans can assist them tailor their needs, capabilities, knowledge skills and abilities and motivation of employees to reach their highest level of performance and skills to potentially advance into positions in the future. Counseling and guidance is available to employees in order to encourage and assist them in planning, researching and achieving the training, education and their career goals. Career counseling sessions are encouraged to discuss career development and information about System Office additional opportunities throughout the Connecticut Colleges and Universities (CSCU). The career counseling sessions have been done to assist with job announcements, work responsibilities, educational requirements, resume and interviewing tips and techniques, assistance with State examinations and job openings at other State agencies, other colleges and universities. The Human Resources staff and the Director of EEO meets with employees throughout the reporting period.

Training and continued education is a key part of the Connecticut State Colleges and Universities (CSCU) System Office Career Mobility Program. Training opportunities are designed for employees to attain new skills and competences that prepare them for advancement within and across occupational categories. Training has been encouraged throughout the reporting period and some of the opportunities for CSCU employees include:

State of Connecticut In-Service Training schedule is distributed to all employees during the Fall and Spring semester each reporting period. Since CSCU staff assist in the coordination of course offerings for the training catalog coordinated with the Department of Administrative Services (DAS).

Employees are also encouraged to take courses offered within the Connecticut State Colleges and Universities (CSCU). A variety of courses were offered and employees attended at different colleges and universities throughout the reporting period.

The Connecticut State Colleges and Universities (CSCU) System Office also offers a variety of computer and technology programs to teach staff new skills to upgrade their knowledge of the new software programs. Many of the college and universities programs open up and employees are routinely encouraged to go for these educational opportunities to help them gain knowledge and also increase their education in different areas of the System Office.

Tuition waivers and professional development reimbursement offered by the collective bargaining unions is provided to employees and they are encouraged to pursue higher education. Employees are eligible for tuition reimbursement according to various collective bargaining agreements. Employees in all occupational categories at the System Office and throughout all of the Connecticut State Colleges and Universities (CSCU)

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are given opportunities to participate in educational and training programs that are designed to enhance career advancement.

Each new employee meets with Human Resources staff for an Orientation to the System Office and to provide information regarding information on all AA/EEO policies, procedures and the CSCU Discrimination Complaint Process and the State employee benefits package. Presentations and discussions take place regarding the various benefits, such as, tuition reimbursement, professional development, and training provisions in the applicable collective bargaining agreement. In addition, the Connecticut State Colleges and Universities (CSCU) System Office policy waives payment of service fees for unclassified staff members taking courses at the State Colleges and Universities.

Opportunities for other types of training are also addressed at the orientation. Information is provided regarding dissemination of training materials. Each year staff members in most categories participate in training activities that include credit and non-credit courses, state in-service training programs, conferences, seminars, workshops, other activities sponsored by area and national organizations.

The Connecticut State Colleges and Universities (CSCU) System Office has no classified positions and low rates of turnover has limited opportunities for advancement. Career counseling opportunities are afforded to staff members as requested, and staff members are encouraged to seek assistance from the Human Resource and the Diversity and Inclusion Office in discussions regarding career opportunities within the Connecticut State Colleges and Universities (CSCU) and also with other State Agencies within State Government.

Since the CSCU has no classified positions, it is difficult to project goals for positions in entry-level classes that can be filled through upward mobility.

**Subsection (b)**

Connecticut State Colleges and Universities (CSCU) System Office shall establish an effective program of accommodation and entry level training of persons with disabilities.

Such programs shall be part of the System Office's affirmative action and equal employment opportunity programs required by Section 46a-68 of the Connecticut General Statutes

Reasonable accommodations are provided to employees with a documented disability to assist them to perform the essential functions of their job. The ADA Coordinator is the Director of EEO and he works closely with the employee to gather all of the appropriate paperwork to make the reasonable accommodation. An analysis is conducted for each request and steps are followed to assure proper accommodations are made.

Medical documentation from the doctor or medical provider may be required to document that the employee has a disability and the types of reasonable accommodation (s) that are needed to do the essential functions of the position.

The ADA Coordinator meets with the employee and usually their supervisor or hiring manger from their department to discuss the employee's limitations as they relate to the essential functions of the position and to discuss various options in regard to accommodating the employee to be able to perform their duties.

Connecticut State Colleges and Universities (CSCU) System Office 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 preference of the employee or applicant.

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The Connecticut State Colleges and Universities (CSCU) recognizes the value of upward mobility within state service and believes that making greater use of employees' skills and abilities and developing employees for higher level work are essential aspects of sound management, affirmative action and equal employment opportunity. The Connecticut State Colleges and Universities (CSCU) has, however experienced challenges in actualizing upward mobility within the System Office. The CSCU is a small System Office with extremely low turnover and limited opportunities for promotion. The Connecticut State Colleges and Universities (CSCU) only has unclassified employees broken into four (4) occupational categories (Executive/Administrative, Professional, Secretarial/Clerical and Technical Paraprofessional).

Most of the positions at the Connecticut State Colleges and Universities (CSCU) are specialized, requiring specific skills that are not often related to other professional positions in the agency and do not have promotional opportunities. Most of the staff at the System Office provide technical assistance to the Connecticut State Colleges and Universities (CSCU) staff. During this reporting period, it has been difficult for the employees over the last few years because of the potential of creating a consolidated community college system. Employees were not sure how the consolidation would affect them directly and this caused uncertainty among staff members throughout the reporting period. At the end of the reporting period, the CSCU was still moving toward a consolidated new Connecticut Community College System.

**Training Opportunities**

The CSCU System Office encourages all staff members to participate in formalized educational pursuits, including - conferences, state supported training and other training. Through these activities, the staff acquires the skills, knowledge and credentials needed to prepare them for positions of greater responsibility.

In addition to providing staff opportunities to attend conferences, in-service programs, training courses, etc. the CSCU System Office encourages employees to keep abreast of changes in their fields by authorizing tuition reimbursement, unpaid leaves, professional development funds and tuition waivers.

**Career Counseling**

Formal career counseling is available to all staff members who request such assistance or those whose performance suggests that they would benefit from it. The Connecticut State Colleges and Universities (CSCU) Human Resources staff and the Director of Diversity and Inclusion assist employees with career information, educational programs and guidance.

Information about promotional opportunities, higher education, professional development, State of Connecticut governmental opportunities at other State agencies was provided. Assistance with resume writing, interviews tips and techniques and assistance with applications for positions were also part of the counseling sessions.

The Director of EEO is available to provide career counseling to the public and staff from other colleges and universities or other state agencies regarding employment opportunities or information about positions throughout the Connecticut State Colleges and Universities (CSCU).

In addition to internal counseling, the Connecticut State Colleges and Universities (CSCU) has established a formal arrangement with Solutions to provide our employees with an Employee Assistance Program

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(EAP). The EAP affords free, professional and confidential assistance to employees coping with personal problems that are negatively impacting their health, family or job performance.

**Career Ladders**

During this reporting period, one (1) White female was promoted from the Technical Paraprofessional occupational category to the Professional occupational category. She took on higher level responsibilities in the Finance Department and specializing in budgeting and creating financial reports for the CSCU System.

Some employees from the seventeen (17) colleges and universities were promoted from lower level positions into vacant positions within the Connecticut State Colleges and Universities (CSCU) System Office but count as a hire in the Affirmative Action Plan. Through the process of consolidating to one Connecticut Community College System over the next five (5) years and creating Centers of Excellence (COE) to assist all twelve (12) community colleges, there will be more opportunity for advancement. It is not known at this time, what the new System will look like and exactly what positions will be developed to handle all of the new responsibilities.

**Upward Mobility - Transfers**

The Connecticut State Colleges and Universities (CSCU), given its particular unions, has no classified employees and cannot participate in the state agencies employee transfer procedures if they want to be placed on the active list. The transfer list is not used for the CSCU unclassified employees.

Since the Connecticut State Colleges and Universities (CSCU) has seventeen (17) colleges and universities and different types of employment opportunities, many of the employees transfer from one (1) of the campuses to another to pursue career opportunities and higher-level positions.

Also, typically employees from the campuses transfer to promotional positions available at the System Office. These type of promotional opportunities reflect as hires in the CSCU System Office's Affirmative Action Plan. The positions filled at the System Office tend to be the desired positions for advancement to assist with expertise in Academic Affairs, Student Services/Success, Student Conduct and Legal Counsel, Information Technology, Finance, Budget, Purchasing, Human Resources and provide technical assistance to all of the seventeen (17) colleges and universities.

The Connecticut State Colleges and Universities (CSCU) does receive notices of employment opportunities available from many of the State departments and agencies and provides these notices to employees. Historically, the employees of the CSCU System Office have leveraged their higher education experiences into higher level positions within other Departments, Agencies, Community Colleges, State Universities and Charter Oak College.

Section 46a-68-92  
Good Faith Efforts

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**GOOD FAITH EFFORTS**

Connecticut State Colleges and Universities (CSCU) has demonstrated good faith efforts when it engaged in the initiatives articulated in subsections (a) to (d), inclusive, of this section:

**Subsection (a)**

Connecticut State Colleges and Universities (CSCU) has promoted equal opportunity to achieve a workplace that is free of discrimination by:

- 1.) Communicate the College's commitment to equal employment opportunity and affirmative action to all employees. All of the CSCU employees received a copy of the Summary of Objectives regarding the AA Plan outlining the hiring, promotional and programmatic goal achievement and goals set for the next reporting period. CSCU employees were notified of the agency's commitment to affirmative action and equal employment opportunity. The AA Plan is available in Human Resources and the President's Office. All search committees are required to attend a search charge meeting where AA/EEO, Diversity and Inclusion are addressed. This is referenced in the Internal Communication Section and highlighted as a program goal that was achieved during the reporting period.
- 2.) Ensure that employees are aware of nondiscrimination policies and procedures; post policies in visible areas. CSCU employees receive an annual letter notifying them of the nondiscrimination policies at the System Office. All policies related to AA/EEO, diversity and Title IX are posted on bulletin boards in Human Resources.
- 3.) Ensure that departmental processes, procedures and systems are nondiscriminatory and free of bias. All Connecticut State Colleges and Universities (CSCU) policies and procedures are continually reviewed by administration and distributed annually. Employees are also provided information about mandatory Title IX, Diversity, Sexual Harassment and other related training programs, processes, procedures and systems.
- 4.) Evaluate supervisors for making good faith efforts in equal employment opportunity and affirmative action; document in performance appraisals. Supervisors and managers at the System Office are evaluated and diversity, affirmative action and equal employment opportunity are included in the performance appraisals process.
- 5.) Ensure that reasonable accommodations are made for disabled employees. Reasonable accommodations are provided to assist employees to perform the essential functions of the job.
- 6.) Taking appropriate and timely action when there has been an allegation of sexual harassment. Employees are provided copies of the Discrimination Complaint (Grievance) Procedure annually and all complaints related to sexual harassment are resolved within the required ninety (90) day timeframe. The Discrimination Procedure is posted on the CSCU Website for all colleges and universities to utilize also.
- 7.) Provide training to employees to enhance their knowledge of non-discrimination. Employees are provided training on Diversity, Sexual Harassment, Title IX, ADA and Ethics training. Additional training is also provided on-line.

Connecticut State Colleges and Universities (CSCU) continues to provide education and training opportunities related to AA/EEO, diversity and inclusion.

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**Subsection (b)**

Connecticut State Colleges and Universities (CSCU) has developed recruitment strategies that ensure opportunities for all qualified applicants, including underutilized groups by:

- 1.) Identify affirmative action placement goals for all job openings. Each Search Committee is provided a copy of the job announcement describing the position requirements and the affirmative action goal established for the position. They are also provided information about the CSCU's commitment to affirmative action and equal employment opportunity and diversifying of the workforce to match the student population. Recruitment strategies are developed for the type of position and position requirements to ensure opportunities are available to all qualified applicants. The Connecticut State Colleges and Universities (CSCU) maintains and secures ongoing relationships and develops additional recruitment sources while cultivating recruitment programs as required by the regulations. A programmatic goal was also achieved in this area developing a Master Recruitment list for all State Colleges and Universities.
- 2.) Make efforts to attract a large and diverse pool of qualified applicants, particularly inclusive of groups associated with affirmative action recruitment goals. The CSCU attracts a large and diverse pool of qualified applicants for all positions because of the efforts made to use recruitment resources that attract the most qualified to fill the position being recruited for.
- 3.) Develop a contingency strategy if the initial recruitment effort does not bring in a sufficiently diverse pool. The CSCU seems to have diverse pools of qualified applicants for most positions. If the recruitment process failed to have enough diverse applicants, the CSCU would extend the search and contact more diverse recruitment resources that would attract more qualified applicants from a diverse pool. The new Pause Point process has been implemented to draw attention to opportunities to evaluate the applicant pools to determine next steps, e.g., extend the post, identify additional sources.
- 4.) Contacting special interest organizations, groups and individuals. Most searches are for positions that are typical to an academic or higher education administrative environment but CSCU will reach out to special interest organizations, groups and individuals for specialized recruitment efforts or to attract a specific type of candidate with highly specialized skills and experience.
- 5.) Or other means of outreach utilized to hire goal candidates. Connecticut State Colleges and Universities (CSCU) conducts outreach for highly specialized recruitments and uses all types of good faith outreach efforts to diverse recruitment resources to hire goal candidates.

**Subsection (c)**

Connecticut State Colleges and Universities (CSCU) has ensured a fair and nondiscriminatory selection process by:

- 1.) Review the selection process to ensure that it treats each applicant and consistently. The Director of EEO and the Director of Talent Acquisitions (or their teams) meet with all members of the search committees for full time and part time positions. The hiring, interviewing and



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selection process is explained and questions are answered to assure the search committee members follow a fair and consistent selection process.

- 2.) Review the interview format and questions for possible bias. The Director of EEO (or their team) review all questions and interview format for approval before they are used in the interview process.
- 3.) Ensure that reasonable accommodations are made for all applicants. Connecticut State Colleges and Universities (CSCU) works with all applicants when scheduling interviews to assure reasonable accommodations are provided. If any applicant requires assistance with applying for a CSCU opportunity, the EEO Center of Excellence staff would work to provide appropriate services, technology and assistance to apply for positions.
- 4.) When using group interview process diverse selection panels are created to provide the best approach to experience, insight and perspective. Connecticut State Colleges and Universities (CSCU) uses diverse selection panels for all full time and part time positions. The diversity of the committee also highlights the commitment to hiring candidates from underutilized groups.
- 5.) Assess all applicants using the same selection criteria. The Director of EEO highlights the requirement that all applicants have to be reviewed equally, fairly and consistently and all of the documentation throughout the selection process. The importance that the same questions have to be asked of all applicants is also detailed in the search charge meetings throughout the reposting period.
- 6.) Consider all skills that qualify the applicant, including volunteer and professional experience. At Connecticut State Colleges and Universities (CSCU) all search committee members consider volunteer and professional experience when evaluating the experience and training that the applicants have when they apply for positions.
- 7.) Interviewing as many applicants as possible to increase opportunity is a continuous process of the selection process. The Director of EEO and Talent/Acquisition Center of Excellence monitor the search and interview process. Connecticut State Colleges and Universities (CSCU) continuously makes efforts to attract large applicant pools for all of the positions.
- 8.) Keeping written records of all applicants interviewed and be certain that the information recorded relates to the individual's ability to perform the duties. In all search committee meetings documentation is emphasized and the evaluation of applicants based on their experience and training and also the skills and knowledge of the position requirements are factors they consider in the hiring process.
- 9.) Ensuring 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 level" with people from dissimilar groups. All committee members must complete the online course Bias in Interviews and through the search charge review the importance of all applicants being treated fairly and consistently through the process.
- 10.) Documenting the selection process fully and retaining all records is also explained to each search committee member to assure that all documentation on all applicants is maintained through the hiring and selection process.

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The search committee members are also told about the Freedom of Information Act (FOI) and that all applicants have the right to file a complaint with the Commission on Human Rights and Opportunities (CHRO), if they feel that they were not treated fairly during the interview and the selection process.

**Subsection (d)**

Connecticut State Colleges and Universities (CSCU) has provided career development opportunities to all interested and qualified employees, with emphasis on those groups found to be underutilized in the workforce by:

- 1.) Encouraging staff to participate on committees to enhance development. Participation in committee's is encouraged and employees chair and participate in a large variety of committee meetings. The President and the Leadership staff also participates in a number of college-wide committees and attends many meetings throughout the reporting period. Employees represent diversity in many ways by race, culture, gender, work title and full time and part time status.
- 2.) Informing all staff of internal staff development and promotional opportunities. The Talent/Acquisition Center of Excellence will distribute information about promotional opportunities that occur throughout the reporting period. The Director of EEO provides information about training and staff development opportunities. Human Resources staff also provides some training and staff development opportunities to employees throughout the reporting period.
- 3.) Promoting and support employee training and development for all employees. Being a higher education environment, all types of training to staff, faculty and students are offered weekly throughout the CSCU System. The President, leadership team, supervisors and managers promote and support staff to attend training and professional development opportunities that occur throughout the reporting period.
- 4.) Provide Career Counseling sessions through the reporting period. The Director of EEO as well as other HR professionals, managers and supervisor provide opportunities for career counseling with employees and discuss educational, promotional opportunities and opportunities within the Connecticut State Colleges and Universities (CSCU). They also assist with their resumes and interviewing tips are also provided. More information about Career Counseling is included in the Career Mobility Section of the Affirmative Action Plan.

**Subsection (e)**

Nothing in this section shall be construed to absolve an agency of its obligations under sections 46a-68-78, 46a-68-79, 46a-68-80, 46a-68-81, 46a-68, 85, 46a-68-87, 46a-68-89 and 46a-68-90 and 46a-68-92 of the Regulations of Connecticut State Agencies.

Section 46a-68-93  
Innovative Programs

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**INNOVATIVE PROGRAMS**

This section was in compliance in the previous Affirmative Action Plan.

**Subsection (a)**

The development and implementation of programs not covered elsewhere in the Affirmative Action Plan is an important part of the road to equal employment opportunity. Within the framework of the Connecticut State Colleges and Universities (CSCU) System Office Affirmative Action Plan is an open invitation to structure comprehensive programs to create opportunities not otherwise available to achieve the full and fair participation of all protected group members. Such programs may include, but are not limited to:

- 1.) Summer employment programs;
- 2.) Youth programs;
- 3.) Apprenticeships;
- 4.) Work-study programs;
- 5.) Job sharing arrangements;
- 6.) Internships;
- 7.) Day care programs;
- 8.) Creation of new positions;
- 9.) Outreach for high school and college students;
- 10.) Reassignments;
- 11.) Or any positive, result-oriented program designed to achieve affirmative action.

**Subsection (b)**

The Affirmative Action Plan describes the programs planned and operated pursuant to this section and reports the results achieved.

CSCU's System Office is encouraged to develop innovative programs to create opportunities not otherwise available in the achievement of full participation of all community members; most especially protected group members. CSCU's System Office continues to strive for compliance with the regulations regarding innovative programs.

The Connecticut State Colleges and Universities (CSCU)'s System Office continued its participation in a number of innovative programs and activities aimed at the full and fair participation of protected class persons in Connecticut higher education during this reporting period. Among these annual efforts are the following:

- The Connecticut State Colleges and Universities (CSCU) continued its encouragement of Connecticut institutions of higher education to plan and implement activities designed to end racism and acts of intolerance within the higher education community.
- Actively promotes jobs in education and encourages individuals to attend an institute of higher education. Also provides tuition waivers when the courses are not full and space is available for any CSCU System Office employee.
- The Human Resources staff and the Director of EEO have attended Human Resources, AA/EEO and Title IX seminars, workshops and conferences to keep managers/supervisors abreast of personnel issues and updates and changes to the laws related to AA/EEO, ADA,

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diversity, inclusion, equity, human resources and employee and labor relations and Title IX. Many CSCU System Office staff have also attended educational and training workshops, seminars and conferences throughout the reporting period and try to stay up on all current computer, safety, financial and academic rules, procedures, statutes and laws affecting all areas of higher education. Members of the Civil Air Patrol and Veterans status has been updated into the CSCU Policy Statement and on various publications since it is now a protected class in the State of Connecticut.

- The CSCU has created an Employee Equity Collaborative that consists of EEO, Diversity/Equity and Inclusion, and Talent Acquisition. This committee has created additional checks and balances in the search process to eliminate bias and barriers to opportunities. This group meets regularly to address matters of civil rights that affect CSCU employees.
- The State University Organization of Administrative Faculty (SUOAF) Collective Bargaining Agreement recognized the compelling need to increase the minority proportion of bargaining unit members to more closely reflect the racial and ethnic diversity of the population of our state and nation. Actions were adopted in the Collective Bargaining Agreement to increase the proportion of minority bargaining union members. A Minority Recruitment and Mentoring Committee working under the direction of the Manager of Diversity and Inclusion. This committee is to ensure that mentoring arrangements are available for newly appointed minority employees. The mentors are charged with the responsibility for enhancing the professional development of minority employees during the first three (3) years of their appointment. Direct continuing support for obtaining credentials/qualifications is provided and is part of the individual agreements. Minority employees are encouraged to take courses or certificate programs to help them advance their careers and education in new areas that their position requires them to learn and to expand their knowledge in different areas of their position requirements.
- President Cheng continued to host town hall style meetings during the reporting period at each of the Community Colleges and State Universities to have face-to-face discussions directly with students, administration, staff and faculty members to talk about the Consolidation of the Community Colleges. He has issued communications directly to the System Office staff and the State Community Colleges and Universities regarding changes to higher education laws, statutes and regulations.

He also communicated information about the CSCU System directly to media, legislators and the public. He started a newsletter called CSCU Buzz and this is circulated throughout the seventeen (17) colleges and universities.

The CSCU System Office supports the opportunity to create innovative ways to train and hire diverse candidates for position and program initiatives. The CSCU continued to sponsor internship programs for students and created university assistant positions to provide technical skills and experience for future Connecticut State Colleges and Universities positions when they become available.

The CSCU will continue to explore and implement innovative opportunities to continue the full and fair participation of all protected group members among its staff.

Section 46a-68-94  
Concluding Statement

**CONNECTICUT STATE COLLEGES AND UNIVESITIES**  
**AFFIRMATIVE ACTION PLAN**  
**CONCLUDING STATEMENT**  
**SECTION 46a-68-94**

This section was in compliance in the last Affirmative Action Plan submission.

**Subsection (a)**

The Connecticut State Colleges and Universities (CSCU) System Office Affirmative Action Plan shall contain a Concluding Statement that:

- 1.) Acknowledges that the ultimate responsibility for promoting and enforcing affirmative action rests with the Appointing Authority, who shall account for the success or failure of the plan;
- 2.) Acknowledges that every good faith effort to achieve the objectives and goals set forth in the plan has been made; and
- 3.) Attests that the Equal Employment Opportunity Officer reports directly to the President.

**Subsection (b)**

The Concluding Statement shall be signed and dated by the Appointing Authority.

## CONCLUDING STATEMENT

As the President of the Connecticut State Colleges and Universities (CSCU) and the appointing authority, I understand that the ultimate responsibility for promoting and enforcing affirmative action rests with me. I hold the responsibility of the success or failure of this plan and I pledge to continue to make every good faith effort to achieve the objectives, goals, and timetables set forth in this Affirmative Action Plan. In accordance with the regulations, the Director of Equal Employment Opportunity Officer reports directly to me on all matters related to Affirmative Action and Equal Employment Opportunity.

It is essential that the CSCU System Office utilizes its position of leadership and authority in efforts to eliminate any remaining effects of past discrimination in Connecticut higher education. In our leadership by example, the basic objectives set forth herein are among my primary goals and highest priorities as President of the Connecticut State Colleges and Universities (CSCU). As President of the Connecticut State Colleges and Universities (CSCU), I am committed to implementing the CSCU's Affirmative Action Policies, procedures and programs.

I pledge my personal involvement in the development of policies, programs and procedures to achieve full participation in the state's system of higher education for those underrepresented groups that have not experienced equal education and employment opportunities in the past. As such:

- The CSCU System Office actively recruits from protected groups and often makes assertive efforts to engage such individuals for employment opportunities and upward mobility. We are proud of the diversity among the current staff and the high levels of employment of protected group members;
- All appointments, promotions, training and education programs, tuition assistance and other employment activities will continue to be administered without regard to the bases prohibited by federal and state laws;
- The staff at the CSCU System Office will continue to be supportive of all campus-based activities for affirmative action, equal employment opportunity, diversity, inclusion and equity.

As the appointing authority of the Connecticut State Colleges and Universities (CSCU), I have carefully read the Affirmative Action Plan and certify the contents to be true and correct to the best of my knowledge and belief. I am confident that this Affirmative Action Plan is thoroughly constructed in compliance with existing guidelines and demonstrates the CSCU System Office's good faith efforts to achieve the objectives, goals and timetables set forth in the Affirmative Action Plan.



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Terrence Chenge  
President  
Connecticut State Colleges and Universities (CSCU)

6/27/22

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Date