



# CCSU 2019 AFFIRMATIVE ACTION PLAN

## Executive Summary

### Abstract

The AAP is a comprehensive, result-oriented set of procedures that details the University's unique strategy. It strives to eliminate discrimination, set forth a good faith effort to attain hiring, promotional and programmatic goals, and achieve equal opportunity.

## EXECUTIVE SUMMARY

The Office of Diversity and Equity (ODE) was renamed the Office of Equity & Inclusion (OEI) with the goal of enhancing the mission and scope of the Office to better serve Central Connecticut State University. A key effort in this mission was establishing the Vice President of Equity and Inclusion position to lead and support OEI at the President’s Executive Committee (ExCom) level. The reorganization of OEI also focused on enhancing the compliance responsibilities with the approval to hire two additional diversity officers. OEI has completed the University’s Affirmative Action Plan (AAP) per the Connecticut General Statutes 46a-68. The AAP is a comprehensive, result-oriented set of procedures and programs, which detail the University’s strategy. It Ventures to eliminate discrimination, set forth a good faith effort to attain hiring, promotional and programmatic goals, and achieve equal opportunity.

CCSU as required submits the AAP annually for review and approval by the Commission on Human Rights and Opportunities (CHRO). The CHRO reviews and evaluates the plan within 90 days, to ensure that it contains all required elements and is in compliance. CHRO approved the 2018 AA Plan with no weaknesses noted based on CHRO Reviewer Neva Vigezzi’s recommendation.

## CCSU Full-time Workforce Statistics Table

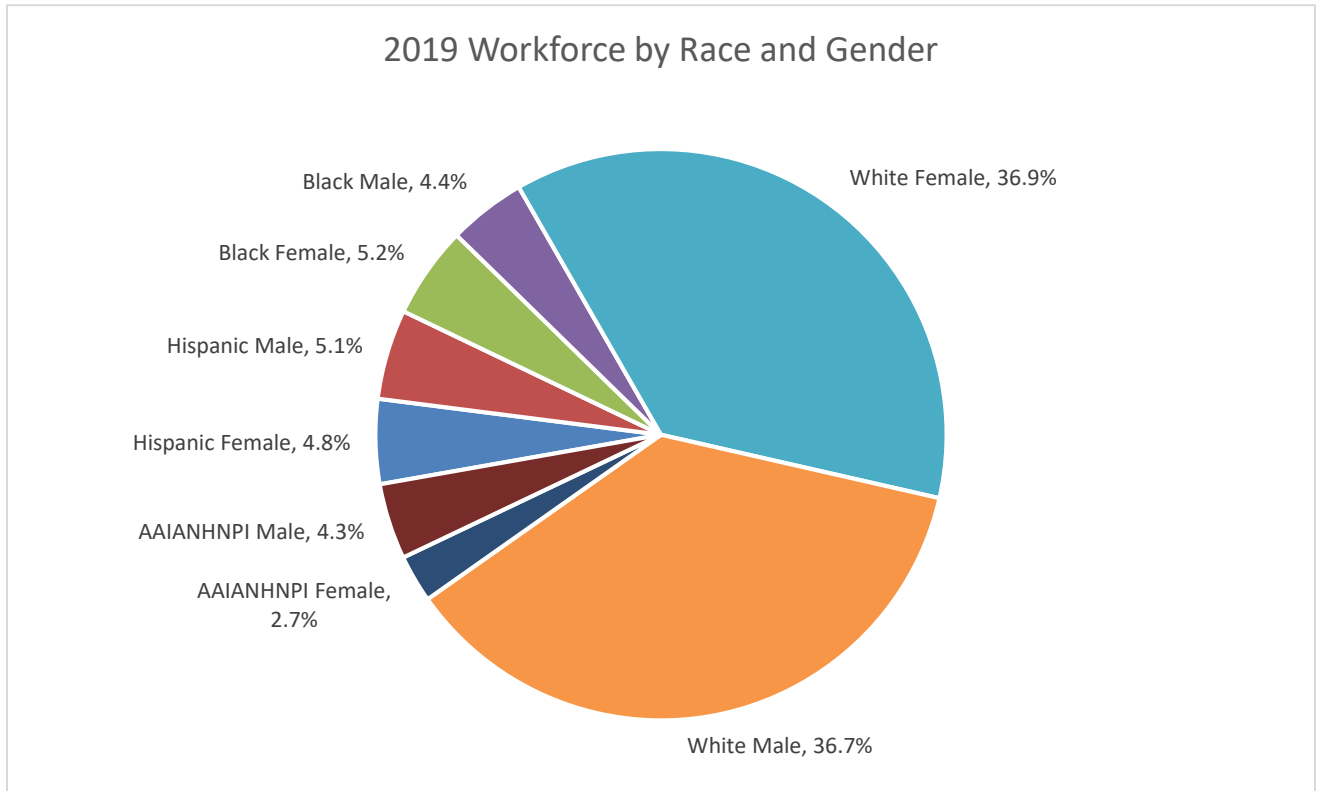
Category or Class	Grand Total	Total		White		Black		Hispanic		AAIANHNPI*	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<b>Executive Management</b>	32	20	12	13	9	5	1	1	2	1	0
		62.5%	37.5%	40.6%	28.1%	15.6%	3.1%	3.1%	6.3%	3.1%	0.0%
<b>Faculty</b>	410	227	183	162	141	15	13	14	11	36	18
		55.4%	44.6%	39.5%	34.4%	3.6%	3.2%	3.4%	2.6%	8.8%	4.4%
<b>Coaching</b>	30	22	8	16	7	6	1	0	0	0	0
		78.6%	21.4%	64.3%	21.4%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Professional Non-Faculty</b>	226	83	143	69	107	5	16	8	16	1	4
		36.7%	63.3%	30.5%	47.3%	2.2%	7.1%	3.5%	7.1%	0.4%	1.8%
<b>Clerical Secretarial</b>	80	7	73	4	52	1	13	1	7	1	1
		8.8%	91.3%	5.0%	65.0%	1.3%	16.3%	1.3%	8.8%	1.3%	1.3%
<b>Tech/ Para Professional</b>	15	6	9	4	6	0	2	2	0	0	1
		40.0%	60.0%	26.7%	40.0%	0.0%	13.3%	13.3%	0%	0.0%	6.7%
<b>Skilled Crafts</b>	11	10	1	10	1	0	0	0	0	0	0
		90.9%	9.1%	90.9%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Service Maintenance</b>	82	66	16	46	9	6	0	14	7	0	0
		80.5%	19.5%	56.1%	11.0%	7.3%	0.0%	17.1%	8.5%	0.0%	0.0%
<b>Protective Services</b>	19	16	3	8	2	2	1	6	0	0	0
		84.2%	15.8%	42.1%	10.5%	10.5%	5.3%	31.6%	0.0%	0.0%	0.0%
<b>TOTALS</b>	<b>905</b>	<b>457</b>	<b>448</b>	<b>332</b>	<b>334</b>	<b>40</b>	<b>47</b>	<b>46</b>	<b>43</b>	<b>39</b>	<b>24</b>
		100.0%	50.5%	49.5%	36.7%	36.9%	4.4%	5.2%	5.1%	4.3%	2.7%

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

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

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

**Workforce by Race and Gender Chart**



**ANALYSIS OF HIRING ACTIVITY FOR 2018-2019 AFFIRMATIVE ACTION PLAN**

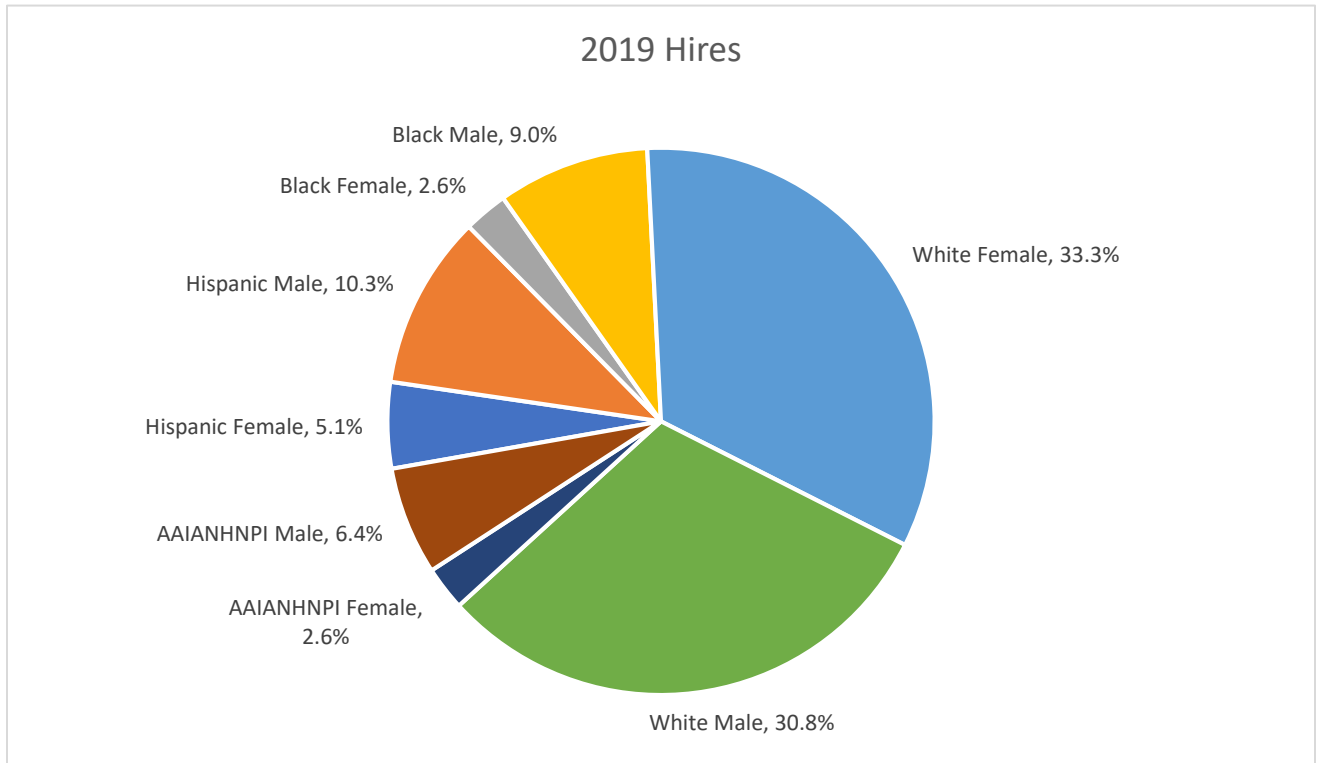
**Hiring Activity**

This table includes only categories where hiring occurred between 8/1/2018 – 7/31/2019. This excludes Professor Category.

EEO Category	White		Black		Hispanic		AAIANHNPI*		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Total
Executive	4	3	0	0	0	0	1	0	8
Associate Professor	0	1	0	0	0	0	3	1	5
Assistant Professor	5	6	3	0	1	1	1	1	18
Coaching	0	1	2	1	0	0	0	0	4
Prof. Non-faculty	3	13	0	1	1	1	0	0	19
Clerical All Titles	0	1	0	0	0	0	0	0	1
Secretary 2	1	0	0	0	0	0	0	0	1
Tech/Para Professional	0	1	0	0	0	0	0	0	1

Protective Services	1	0	0	0	0	0	0	0	1
Skilled Craft Workers	1	0	0	0	0	0	0	0	1
Service Maintenance	9	0	0	0	0	0	0	0	9
Custodians	0	0	2	0	6	2	0	0	10
<b>Total</b>	<b>24</b>	<b>26</b>	<b>7</b>	<b>2</b>	<b>8</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>78</b>
Percentage	30.8%	33.3%	9.0%	2.6%	10.3%	5.1%	6.4%	2.6%	

**Hiring Summary Chart**



For this reporting period, CCSU established seventy-seven (77) hiring goals, and experienced seventy-eight (78) hires. Hiring occurred in the occupational categories of Executive Administrative, Associate Professor, Assistant Professor, Coaching, Professional Non-Faculty, Clerical All Titles, Secretary 2, Technical Paraprofessional, Protective Services, Skilled Craft, Service Maintenance and Custodians.

Of the seventy-eight (78) hires that occurred during this reporting period, twenty-four (24) or thirty-one (31%) of all hires met established reachable hiring goals.

EEO Category	Hires	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	8	8	4	50%
Faculty	23	18	12	66.7%
Coaching	4	6	2	50%
Professional Non-Faculty	19	10	0	0%
Other Staff (Classified)	24	35	6	25%
<b>Total</b>	<b>78</b>	<b>77</b>	<b>24</b>	<b>31%</b>

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

- One (1) diverse hire in the **Associate Professor** category: One (1) AAIANHNPI male.
- Eighteen (18) hires in the **Assistant Professor** category: Five (5) White males; Six (6) White females; Three (3) Black males; One (1) Hispanic male; One (1) Hispanic female; One (1) AAIANHNPI male; and One (1) AAIANHNPI female – meeting nine (9) hiring goals.
- Three (3) diverse hires in the **Professional/Non-faculty** category: One (1) Hispanic male; One (1) Hispanic female; and One (1) Black female.
- Ten (10) diverse hires in the **Custodian** category: Two (2) Black males; Six (6) Hispanic males; and Two (2) Hispanic females.

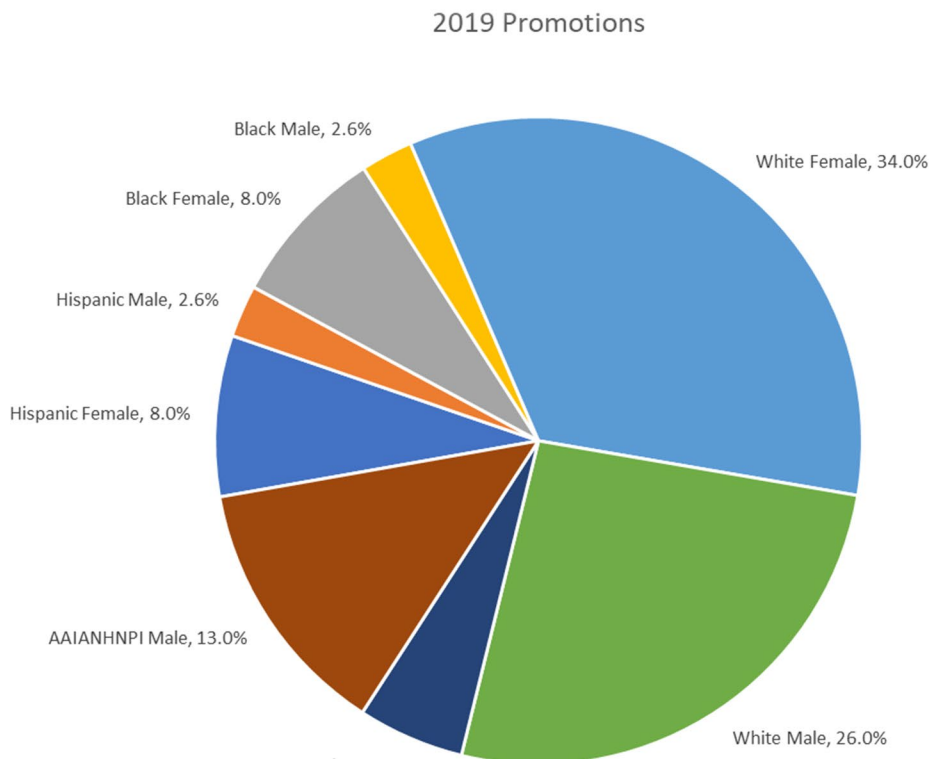
Goal candidates or candidates from historically underrepresented groups were part of most searches throughout the reporting period. For a full explanation, see Section 46a-68-90, Goals Analysis.

### Promotional Activity

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

EEO Category	White		Black		Hispanic		AAIANHNPI		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Total
Executive	0	1	0	1	0	0	0	0	2
Professor	6	2	0	1	0	1	1	0	11
Associate Professor	2	7	1	1	1	1	5	1	19
Professional Non-faculty	0	1	0	0	0	1	0	0	2
Clerical All Titles	0	1	0	0	0	0	0	0	1
Service Maintenance	2	1	0	0	0	0	0	0	3
<b>Total</b>	<b>10</b>	<b>13</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>38</b>
Percentage	26%	34%	2.6%	8%	2.6%	8%	13%	5.3%	

### Promotional Activity Summary Chart



For this reporting period, CCSU established thirty-one (31) promotional goals and experienced thirty-eight (38) promotions. Promotions occurred in the occupational categories of Executive Administrative, Professor, Associate Professor, Professional Non-Faculty, Clerical –All Titles, and Service Maintenance.

Of the thirty-eight (38) promotions that occurred during this reporting period, eleven (11) or twenty-nine percent (29%) met established reachable promotional goals.

EEO Category	Promotions	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	2	1	1	100%
Faculty	30	27	9	33%
Professional Non-Faculty	2	0	0	0
Clerical All Tittles	1	1	0	0
Service Maintenance	3	2	1	50%
<b>Total</b>	<b>38</b>	<b>31</b>	<b>11</b>	<b>35%</b>

Additionally, in its commitment to diversify the University promoted twelve (12) members of underrepresented groups<sup>1</sup> that did not meet established goals:

- One (1) diverse promotion in the **Executive Administrative** category: One (1) Black female
- One (1) diverse promotion in the **Professor** category: One (1) Black female
- Nineteen (19) diverse promotions in the **Associate Professor** category: Two (2) White males, Seven (7) White females; One (1) Black male, One (1) Black female, One (1) Hispanic male, One (1) Hispanic female, Five (5) AAIANHNPI males and One (1) AAIANHNPI female.
- One (1) diverse promotion in the **Professional/Non-faculty** category: One (1) Hispanic female.

Nine (9) diverse promotions occurred out of thirty-eight (38) promotions, or twenty-four (24%), were either goal candidates or candidates from historically underrepresented groups including White females in non-clerical positions. For a full explanation, see Section 46a-68-90, Goals Analysis.

### Summary of Faculty Promotions

Promotions in the faculty category are self-directed; therefore, goal achievement can be measured against those who apply for promotion. For this reporting period, CCSU established twenty-seven (27) faculty promotion goals and experienced thirty (30) promotions. Of the thirty (30) faculty promotions that occurred during this reporting period, nine (9) or thirty three percent (33%) met established reachable promotion goals.

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

- One (1) diverse promotion in **Professor**: One (1) Black female.

- Two (2) diverse promotions in the **Associate Professor** category: One (1) Black male, and Four (4) AAIANHNPI. In all, thirty (30) promotions in Faculty categories, out of the twenty-seven (27) goals established, nine (9) goals were achieved and thirteen (13) members of underrepresented groups were promoted.

#### Promotions to Professor

Seventeen (17) faculty members applied for promotions to Professor: Eight (8) White males, Six (6) White females, One (1) Black female, One (1) Hispanic female, and One (1) AAIANHNPI male.

Eleven (11) applicants were recommended for promotions to Professor based on the evaluations of the DEC, the deans, the P&T, Provost and the President: Six (6) White males, Two (2) White females, One (1) Black female, One (1) Hispanic female and One (1) AAIANHNPI male. Of the Eleven (11) promotions that occurred in this category, the University achieved two (2) White females, one (1) Hispanic female and one (1) AAIANHNPI male established promotional goals.

Two (2) White males and four (4) White females (Goal Candidate) were denied promotion because they failed to meet the criterion set forth in Article 4.11.9.1-4.11.9.5 of the Collective Bargaining Agreement.

Thus, out of the four (4) applicants who were goal candidates, the University achieved five (5) goals: Four (4) White females and One (1) AAIANHNPI male.

Of the eleven (11) promotions that occurred in the professor category, the University achieved four (4) established goals or thirty-six (36%). Of these promotions, four (4) or Fifty (50%) percent were either goal or diverse candidates.

#### Promotions to Associate Professors

There were Nineteen (19) faculty members who applied for promotions to Associate Professor: Two (2) White males; Seven (7) White females; One (1) Black male; One (1) Black female; One (1) Hispanic male; One (1) Hispanic females; Five (5) AAIANHNPI males and One (1) AAIANHNPI female.

Nineteen (19) faculty members applied for promotions to Associate Professor: Two (2) White males; Seven (7) White females; One (1) Black male; One (1) Black female; One (1) Hispanic male; One (1) Hispanic female; Five (5) AAIANHNPI males and One (1) AAIANHNPI female.

Two (2) White males and One (1) AAIANHNPI female (Goal Candidate) were denied promotion because they failed to meet the criterion set forth in Article 4.11.9.1-4.11.9.5 of the Collective Bargaining Agreement.

Thus, out of the ten (10) applicants who were goal candidates, the University achieved five (5) goals: One (1) Black female, One (1) Hispanic male, One (1) Hispanic female, One (1) AAIANHNPI male and One (1) AAIANHNPI female.

Of the Nineteen (19) promotions that occurred in the Associate Professor category, the University achieved five (5) goals or twenty-six (26%) percent. Of these promotions, ten (10) or Fifty-three (53) were either goal or diverse candidates.

### **Hiring and Promotional Goals for 2019-2020**

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

A **goal** is a hiring or promotion objective, which the University must strive to obtain by demonstrating every good faith effort. Goals are set to remedy the underutilization of minorities and women in the workforce and must be established within a time frame designated.

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

### **HIRING AND PROMOTION GOALS**

Based on the **Section 46a-68-40, Utilization Analysis**, the University has established the following hiring and promotional goals for the period of August 1, 2019 through July 31, 2020.

#### **EXECUTIVE/ADMINISTRATIVE**

<b>Hiring</b>	<b>Promotional</b>
3 White Females	1 White Female
1 Black Female	
1 AAIANHNPI Female	

#### **FACULTY**

##### **PROFESSOR**

<b>Hiring</b>	<b>Promotional</b>
1 White Female	16 White Females
	3 Hispanic Females
1 AAIANHNPI Male	13 AAIANHNPI Males
	2 AAIANHNPI Females

##### **ASSOCIATE PROFESSOR**

<b>Hiring</b>	<b>Promotional</b>
	1 White Male
1 Black Male	1 Black Male
1 Black Female	2 Black Females
	1 Hispanic Male
	1 Hispanic Female
1 AAIANHNPI Female	1 AAIANHNPI Female

##### **ASSISTANT PROFESSOR**

<b>Hiring</b>	<b>Promotional</b>
1 White Male	None
1 White Female	
1 Black Female	
1 Hispanic Male	
1 AAIANHNPI Female	

##### **COACHING**

<b>Hiring</b>	<b>Promotional</b>
None	None



**PROFESSIONAL/NON-FACULTY**

<b>Hiring</b>	<b>Promotional</b>
4 Black Males	
5 AAIANHNPI Males	None
5 AAIANHNPI Females	

**SECRETARIAL CLERICAL (Excluding SECRETARY 2)**

<b>Hiring</b>	<b>Promotional</b>
3 White Males	1 White Male
1 Black Male	
1 Hispanic Female	1 Hispanic Female
1 AAIANHNPI Female	

**SECRETARIAL CLERICAL/SECRETARY 2**

<b>Hiring</b>	<b>Promotional</b>
2 White Males	None
2 Black Males	
2 Black Females	
1 Hispanic Male	

**TECHNICAL/PARAPROFESSIONAL**

<b>Hiring</b>	<b>Promotional</b>
1 White Female	None
1 Black Male	
1 Hispanic Female	

**PROTECTIVE SERVICES**

<b>Hiring</b>	<b>Promotional</b>
3 White Males	None
1 Black Male	
1 Black Female	
1 Hispanic Female	

**SKILLED CRAFTS**

<b>Hiring</b>	<b>Promotional</b>
2 Black Males	None
1 Hispanic Male	

**SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)**

<b>Hiring</b>	<b>Promotional</b>
1 White Female	
1 Black Male	1 Black Male
3 Hispanic Males	1 Hispanic Male
1 Hispanic Female	

Hiring	Promotional
1 AAIANHNPI Male	

**SERVICE MAINTENANCE/CUSTODIANS**

Hiring	Promotional
4 White Males	None
2 Black Males	
3 Black Females	
1 AAIANHNPI Male	

**Program Goals for 2019-2020**

The University did not identify any employment policy or practice that adversely affects any minority group candidates, including physically disabled or older persons. The University will, however, continue to take a critical look at its employment processes and if disparities occur, the University will initiate a goal to remove such impact and improve the processes. In order to foster a campus climate of inclusion and diversity, to ensure equal rights for all the various groups that make up the University community and to educate our students toward appreciation for diversity, the University will:

**1. Recruit and Implement an Equitable Search Process for Classified Positions**

HR and OEI will identify other recruitment sources for classified positions especially for skilled crafts, custodians, and service maintenance.

**Completion Date:** July 2020

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

**2. Promote Equal Opportunity and a Harassment-free Workplace through Training**

- OEI will establish a training focused specifically on implicit bias in the workplace and offer it, as part of Diversity Training, on an annual basis. All employees will be invited to attend, but supervisors, administrators and department chairs will be especially targeted.
- OEI will provide sexual harassment training to all members of the CCSU Police Department.
- OEI will provide new, comprehensive online Title IX (sexual misconduct, sexual harassment) training for employees, graduate students and undergraduate students.

**Completion Date:** July 2020

**Responsible Person(s):** Senior Equity & Inclusion Officer; Associate in Equity and Inclusion, Chief Human Resources Officer; Provost; Victim Advocate; Vice President of Student Affairs.

**3. Foster a Safe and Inclusive Work Climate**

**Utilize recommendations from the CCSU Task Force on Sexual Misconduct, Bullying and Campus Climate to improve Diversity and Equity procedures and training**

In 2018, a Task Force was appointed by President Toro to review the campus climate as it related to sexual harassment and bullying with the findings being submitted to the President. The report by the Task Force provided the basis from which the President's Executive Committee identified 15 priorities for CCSU to pursue toward changing campus culture. Two of the priorities were identified as the foundation for moving the University forward.

First, has been the reengineering of the Office of Diversity and Equity (ODE) to broaden and reorganize what is now known as the Office of Equity and Inclusion (OEI) to better reflect the inclusiveness of all groups and to enhance the safety and implementation of policies that protect faculty, staff and students.

Second, CCSU has contracted with the Higher Education Research Institute (HERI) at the University of California -LA to conduct three separate climate surveys focusing on faculty, staff and students that will be implemented in February 2022. We are also working with Dr. Sylvia Hurtado, a key architect of the survey and renowned nationally for her research on equity and inclusion to assist CCSU with the analysis of data.

It is intended that these two priorities will provide leadership, organizational structure and information to address the other priorities from policies to training/professional development efforts that will contribute to a more welcoming and safe campus climate.

**Completion Date:** July 2020

**Responsible Person(s):** Interim Vice President of Equity & Inclusion; Senior Equity & Inclusion Officer; Chief Human Resources Officer; Associate in Equity & Inclusion.

### **Cooperation with Other Agencies**

When the cooperation of another agency is essential to the implementation of a program goal, CCSU will maintain a record of each instance of contact with the agency and the outcome of the request.