



# CCSU 2021 AFFIRMATIVE ACTION PLAN

## Executive Summary

### The Office for Equity & Inclusion (OEI)

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 Central Connecticut State University (CCSU) Office for Equity & Inclusion (OEI) has completed the University's Affirmative Action Plan (AAP) per the requirements of the Connecticut General Statutes 46a-68. The AAP is a comprehensive, results-oriented set of procedures and programs, which detail the University's strategy in the area of diversity, inclusion and equity. It ventures to eliminate discrimination through good faith efforts to attain hiring, promotional and programmatic goals, and achieve equal opportunity in the workforce.

CCSU as required in the regulations, submits the AAP annually for review and approval by the Commission on Human Rights and Opportunities (CHRO). The CHRO reviews and evaluates the AAP within 90 days, to ensure that it contains all required elements and is in compliance. CHRO approved the 2020 AA Plan noting one (1) weakness based on CHRO Reviewer Neva Vigezzi's recommendation. CCSU has incorporated these recommendations into the 2021 AAP.

### CCSU Full-time Workforce Statistics Table

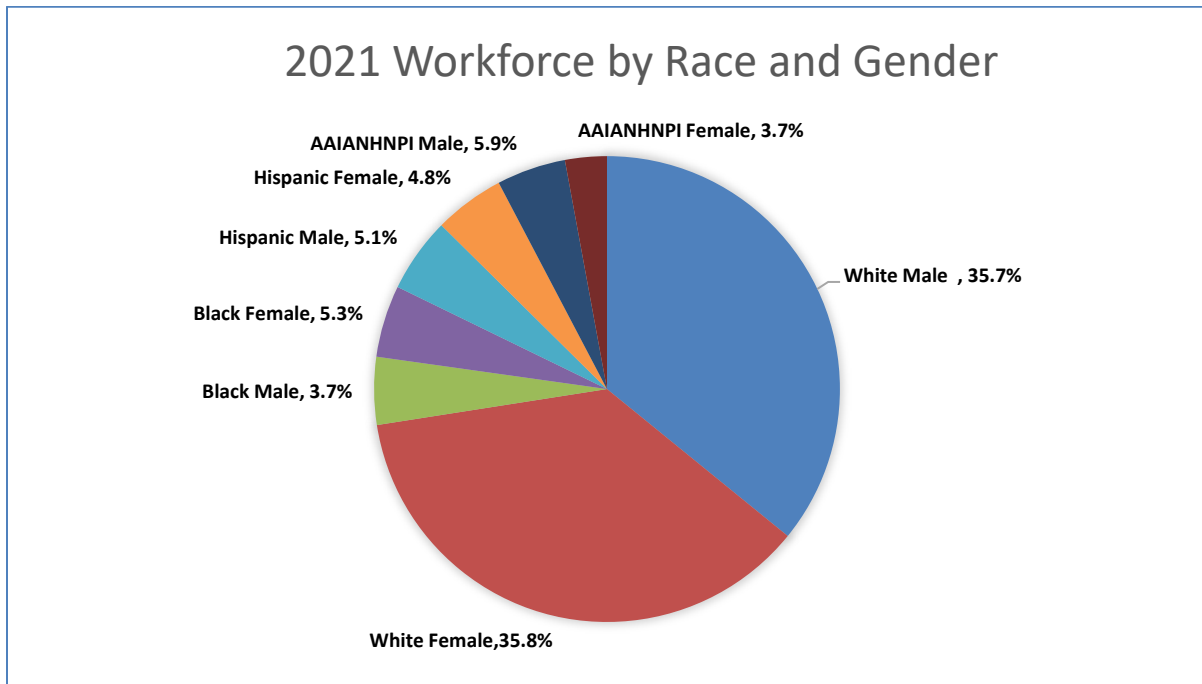
Category or Class	Grand Total	Total		White		Black		Hispanic		AAIANHNPI*		
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
<b>Executive Management</b>	30	13	17	8	13	3	2	1	2	1	0	
		43.3%	56.7%	26.7%	43.3%	10.0%	6.7%	3.3%	6.7%	3.3%	0.0%	
<b>Faculty</b>	408	232	176	158	131	12	13	13	10	49	22	
		56.9%	43.1%	38.7%	32.1%	2.9%	3.2%	3.2%	2.5%	12.0%	5.4%	
<b>Coaching</b>	26	19	7	15	6	4	1	0	0	0	0	
		73.1%	26.9%	57.7%	23.1%	15.4%	3.8%	0.0%	0.0%	0.0%	0.0%	
<b>Professional Non-Faculty</b>	232	84	148	68	107	6	16	9	17	1	8	
		36.2%	63.8%	29.3%	46.1%	2.6%	6.9%	3.9%	7.3%	0.4%	3.4%	
<b>Clerical Secretarial</b>	68	6	62	3	41	1	12	1	7	1	2	
		8.8%	91.2%	4.4%	60.3%	1.5%	17.6%	1.5%	10.3%	1.5%	2.9%	
<b>Tech/ Para Professional</b>	11	6	5	4	3	0	2	2	0	0	0	
		54.5%	45.5%	36.4%	27.3%	0.0%	18.2%	18.2%	0%	0.0%	0.0%	
<b>Skilled Crafts</b>	10	9	1	9	1	0	0	0	0	0	0	
		90.0%	10.0%	90.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
<b>Service Maintenance</b>	73	58	15	39	9	5	0	14	6	0	0	
		79.5%	20.5%	53.4%	12.3%	6.8%	0.0%	19.2%	8.2%	0.0%	0.0%	
<b>Protective Services</b>	16	14	2	8	2	1	0	5	0	0	0	
		87.5%	12.5%	50.0%	12.5%	6.3%	0.0%	31.3%	0.0%	0.0%	0.0%	
<b>TOTALS</b>	<b>874</b>	<b>441</b>	<b>433</b>	<b>312</b>	<b>313</b>	<b>32</b>	<b>46</b>	<b>45</b>	<b>42</b>	<b>52</b>	<b>32</b>	
		100.0%	50.5%	49.5%	35.7%	35.8%	3.7%	5.3%	5.1%	4.8%	5.9%	3.7%

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

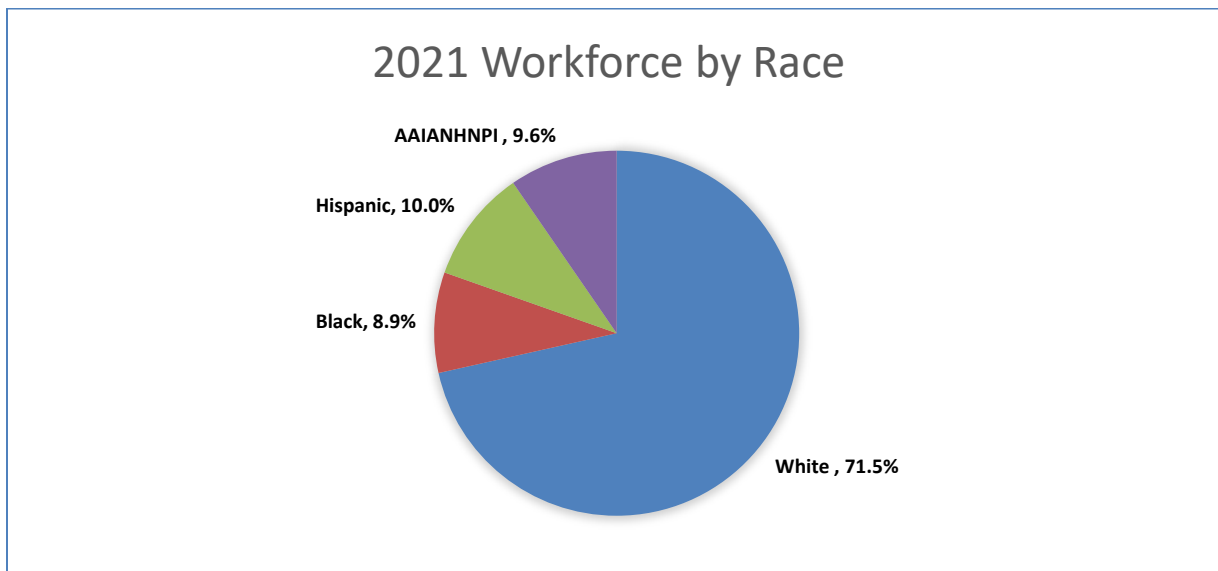
\*Asian, American Indian, Alaskan Native, Hawaiian Native and Pacific Islander

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 CCSU FULL-TIME WORKFORCE BY RACE CATEGORIES**



Category or Class	Grand Total	White	Black	Hispanic	AAIANHNPI
Totals	874	625	78	87	84
	100.00%	71.50%	8.90%	10.00%	9.60%

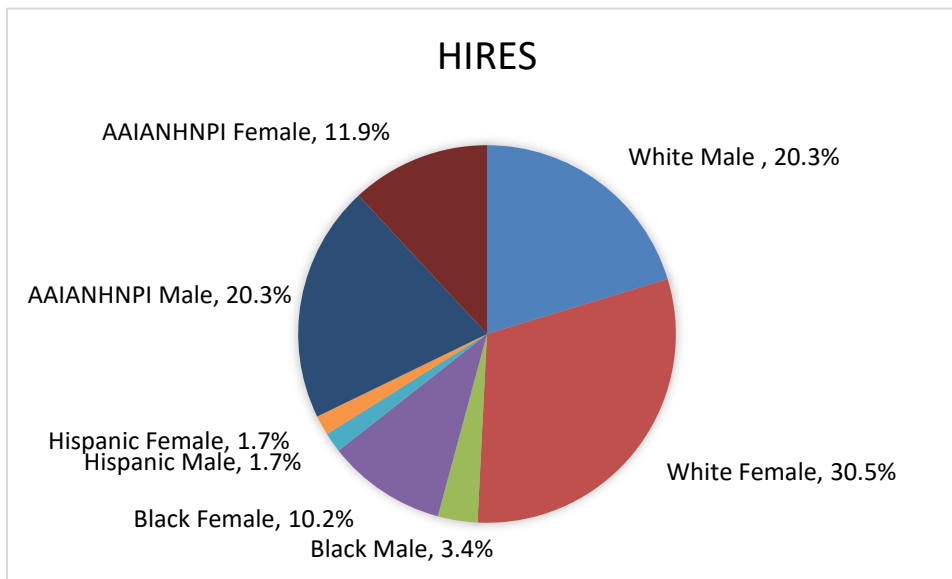
# ANALYSIS OF HIRING ACTIVITY FOR 2020-2021 AFFIRMATIVE ACTION PLAN

## Hiring Activity

This table includes only categories where hiring occurred between 8/1/2020 – 7/31/2021.  
This excludes Professor Category.

EEO Category	White		Black		Hispanic		AAIANHNPI*		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Executive	0	1	0	1	0	0	0	0	2
Associate Professor	2	0	0	1	0	0	6	1	10
Assistant Professor	4	7	0	1	0	0	6	3	21
Coaches	1	0	2	0	0	0	0	0	3
Professional Non-Faculty	2	6	0	2	0	1	0	3	14
Clerical All Titles	0	3	0	1	0	0	0	0	4
Secretary 2	0	0	0	0	0	0	0	0	0
Tech/Para Professional	1	0	0	0	0	0	0	0	1
Skilled Craft Workers	0	0	0	0	0	0	0	0	0
Service Maintenance	0	0	0	0	0	0	0	0	0
Custodians	0	0	0	0	1	0	0	0	1
Protective Services	2	1	0	0	0	0	0	0	3
<b>Total</b>	<b>12</b>	<b>18</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>12</b>	<b>7</b>	<b>59</b>
Percentage	20.3%	30.5%	3.4%	10.2%	1.7%	1.7%	20.3%	11.9%	

## Hiring Summary Chart



For this reporting period, CCSU established fifty-five (55) hiring goals, and experienced fifty-nine (59) hires.

Hiring occurred in the occupational categories of Executive Administrative, Associate Professor, Assistant Professor, Coaches, Professional Non-Faculty, Clerical All Titles, Custodians and Protective Services. Of the fifty-nine (59) hires that occurred during this reporting period, thirteen (13) or (22.0%) of all hires met established reachable hiring goals.

EEO Category	Hires	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	2	5	2	100%
Faculty including Coaches	34	8	3	8.8%
Professional Non-Faculty	14	13	5	35.7%
Other Staff (Classified)	9	30	3	33.3%
<b>Total</b>	<b>59</b>	<b>55</b>	<b>13</b>	<b>22.0%</b>

Additionally, in its commitment to diversify the workforce, the University hired twenty-four (24) members of underrepresented groups that did not meet established goals:

- Eight (8) diverse hires in the **Associate Professor** category: One (1) Black female, six (6) AAIANHNPI males and one (1) AAIANHNPI female.
- Nine (9) diverse hires in the **Assistant Professor** category: Six (6) AAIANHNPI males; and three (3) AAIANHNPI females.
- Two (2) diverse hires in the **Coaches** category: Two (2) Black males.
- Three (3) diverse hires in the **Professional/Non-faculty** category: Two (2) Black females and one (1) Hispanic female.
- One (1) diverse hire in the **Clerical** category: One (1) Black female.
- One (1) diverse hire in the **Custodian** category: One (1) Hispanic male.

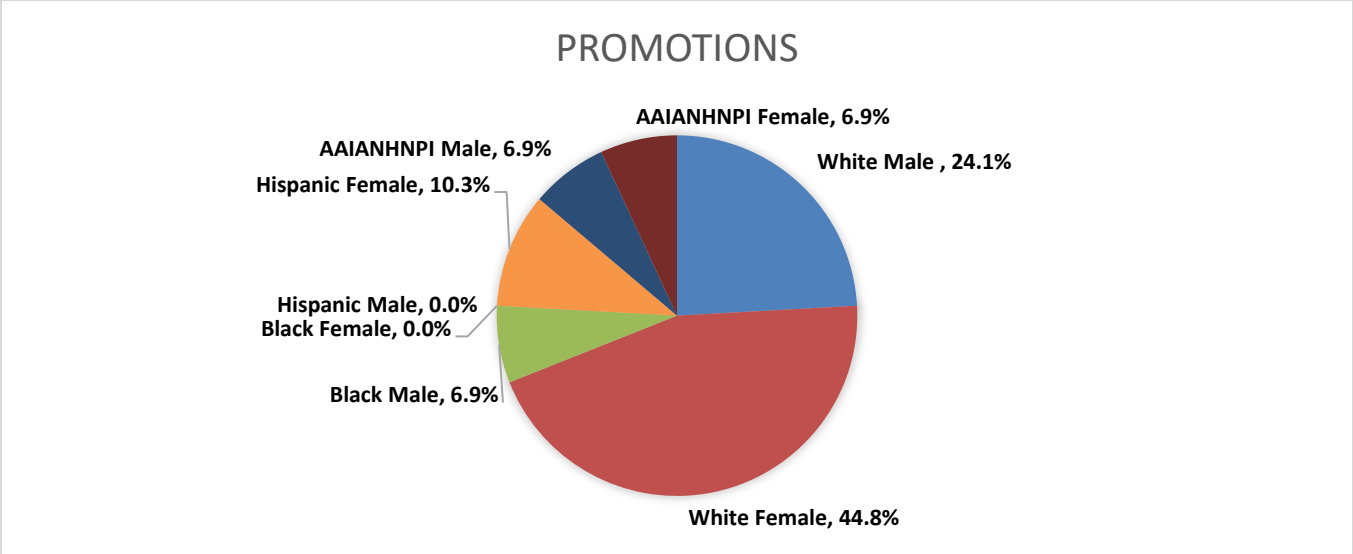
Goal candidates or candidates from historically underrepresented groups were part of most searches throughout the reporting period.

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

### Promotional Activity

This table includes only categories where promotions occurred; excludes Assistant Professor, Custodians, Tech/Para, Skilled Crafts and Protective Services.

EEO Category	White		Black		Hispanic		AAIANHNPI		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Executive	1	3	0	0	0	0	0	0	4
Professor	1	2	0	0	0	0	1	0	4
Associate Professor	5	7	1	0	0	1	1	2	17
Professional Non-Faculty	0	0	1	0	0	0	0	0	1
Clerical All Titles including Secretary 2	0	1	0	0	0	1	0	0	2
Service Maintenance	0	0	0	0	0	1	0	0	1
<b>Total</b>	<b>7</b>	<b>13</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>29</b>
Percentage	24.1%	44.8%	6.9%	0.0%	0.0%	10.3%	6.9%	6.9%	



For this reporting period, CCSU established forty-three (43) promotional goals and experienced twenty-nine (29) promotions. Promotions occurred in the occupational categories of Executive Administrative, Professor, Associate Professor, Professional Non-Faculty, Secretary 2, and Service Maintenance.

Of the twenty-nine (29) promotions that occurred during this reporting period, six (6) or twenty-point seven percent (20.7%) met established reachable promotional goals.

EEO Category	Promotions	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	4	1	1	25%
Faculty	21	38	5	23.8%
Professional Non-Faculty	1	0	0	0%
Clerical All Titles including Secretary 2	2	3	0	0%
Service Maintenance	1	1	0	0%
<b>Total</b>	<b>29</b>	<b>43</b>	<b>6</b>	<b>20.7%</b>

Additionally, in its commitment to diversify the University promoted six (6) members of underrepresented groups that did not meet established goals:

- Three (3) diverse promotions in the **Associate Professor** category: One (1) Black male, one (1) Hispanic female, and one (1) AAIANHNPI male
- One (1) diverse promotion in the **Professional Non-Faculty** category: One (1) Black male
- One (1) diverse promotion in the **Secretary 2** category: One (1) Hispanic female
- One (1) diverse promotion in the **Service Maintenance** category: One (1) Hispanic female

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 thirty-eight (38) faculty promotion goals and experienced twenty-one (21) promotions. Of the twenty-one (21) faculty promotions that occurred during this reporting period, five (5) or twenty-three-point eight percent (23.8%) 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 promotional goals:

- Three (3) diverse promotions in the Associate Professor category: One (1) Black male, One (1) Hispanic female, and One (1) AAIANHNPI male.

### Promotions to Professor

Nine (9) faculty members applied for promotion to Professor: Four (4) White males; Four (4) White females; and One (1) AAIANHNPI male.

Four (4) applicants were recommended for promotions to Professor based on the evaluations of the DEC, the deans, the P&T, Provost and the President: One (1) White male; Two (2) White females; and One (1) AAIANHNPI male.

Of the four (4) promotions that occurred in this category, the University achieved three (3) established promotional goals: Two (2) White females; and One (1) AAIANHNPI male.

Five (5) applicants 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: Three (3) White males; and Two (2) White females.

Of the four (4) promotions that occurred in the Professor category, the University achieved three (3) established promotional goals or seventy-five (75%).

### Promotions to Associate Professors

Eighteen (18) faculty members applied for promotions to Associate Professor: Six (6) White males; Seven (7) White females; One (1) Black male; One (1) Hispanic female; One (1) AAIANHNPI male and Two (2) AAIANHNPI females.

Seventeen (17) applicants were recommended for promotions to Associate Professor based on the evaluations of the DEC, the deans, the P&T, Provost and the President: Five (5) White males; Seven (7) White females; One (1) Black male; One (1) Hispanic female; One (1) AAIANHNPI male and Two (2) AAIANHNPI females.

One (1) applicant was denied promotion because he failed to meet the criterion set forth in Article 4.11.9.1-4.11.9.5 of the Collective Bargaining Agreement: One (1) White male.

Of the seventeen (17) promotions that occurred in this category, the University achieved two (2) established promotional goals: Two (2) AAIANHNPI females.

Of the Seventeen (17) promotions that occurred in the Associate Professor category, the University achieved two (2) goals or twelve (12%) percent.

## Hiring and Promotional Goals

The University has established hiring and/or promotional goals to remedy the underutilization of protected classes identified in the utilization analysis. Hiring goals are established for jobs usually filled

through original appointment, and promotional goals are for jobs filled through an internal promotional appointment. The objective of hiring and promotional goals is to reach parity with the availability base of protected groups in relevant labor market areas.

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

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 Promotional Goals for 2021-2022**

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, 2021 through July 31, 2022.

#### **EXECUTIVE/ADMINISTRATIVE**

<b>Hiring</b>	<b>Promotional</b>
2 White Males	1 White Male
1 AAIANHNPI Female	

#### **FACULTY**

##### **PROFESSOR**

<b>Hiring</b>	<b>Promotional</b>
None	18 White Females
	2 Black Males
	6 Hispanic Females
	7 AAIANHNPI Males
	5 AAIANHNPI Females

##### **ASSOCIATE PROFESSOR**

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

##### **ASSISTANT PROFESSOR**

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

##### **COACHING**

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



**PROFESSIONAL/NON-FACULTY**

<b>Hiring</b>	<b>Promotional</b>
1 White Male	None
2 Black Males	
1 Black Female	
5 AAIANHNPI Males	
1 AAIANHNPI Female	

**SECRETARIAL CLERICAL (Excluding SECRETARY 2)**

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

**SECRETARIAL CLERICAL/SECRETARY 2**

<b>Hiring</b>	<b>Promotional</b>
1 Black Male	
2 Black Females	2 Black Females

**TECHNICAL/PARAPROFESSIONAL**

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

**SKILLED CRAFTS**

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

**SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)**

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

**SERVICE MAINTENANCE/CUSTODIANS**

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

## **PROTECTIVE SERVICES**

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

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

### Program Goals for 2021-2022

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's goals for this reporting period are:

#### **1. Completion of Recruitment and Equitable Search Process**

While the OEI has made significant progress on this goal there is still more work to be done. The OEI will complete changes to the search charge presentation and materials and will extend the current 1.5 hours session by a half an hour to improve the quality of dialogue and discussion with each search committee. We will also return to in person presenting as soon as possible. Lastly the OEI is exploring the idea and creation of search process advocate (SPA) role for each search committee. The SPA role, which is quickly becoming a best practice, serves as an ambassador to the process, and ensures that the best practice hiring processes are being followed and supports the hiring team in interrupting unconscious bias. This role could be an essential in supporting the University's efforts to improve hiring and goal completion.

**Completion Date:** July 31, 2022

**Responsible Person:** Dr. Stacey Miller, Vice President of Equity and Inclusion

#### **2. Professional Development**

The University's Center for Teaching and Innovation has launched a series of professional development opportunities targeting toward improving the intercultural competency of its staff. OEI will support these efforts by not only ensuring that new faculty and staff receive their mandated compliance training, but also by developing supplemental programming specific to issues of diversity, equity, and inclusion. We plan to officially launch a comprehensive training plan in the next reporting period.

**Completion Date:** July 31, 2022

**Responsible Person:** Dr. Stacey Miller and the Center for Teaching and Innovation

### 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.