

EASTERN CONNECTICUT STATE UNIVERSITY



AFFIRMATIVE ACTION PLAN

JULY 30, 2024

Dr. Elsa M. Núñez
President
Dr. Karim Ismaili
President-Designate



State of Connecticut
Commission on Human Rights and Opportunities

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

Promoting Equality and Justice for all People

SENT VIA EMAIL

October 23, 2024

Karim Ismaili, Ph.D., President,
Eastern Connecticut State University
83 Windham Street
Willimantic, CT 06226

RE: 2024 Affirmative Action Plan - APPROVED

Dear Dr. Ismaili:

Pursuant to Section 46a-68(d) of the general statutes, the Commission on Human Rights and Opportunities has reviewed the proposed affirmative action plan submitted by Eastern Connecticut State University on July 3, 2024. The Commission at its regular meeting on October 9, 2024, voted that the plan be **APPROVED**.

The review and analysis of the proposed affirmative action plan was performed in accordance with Section 46a-68-103 and is transmitted herewith. **THE SCHEDULED DATE FOR YOUR NEXT FILING is July 30, 2025.**

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

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

Sincerely,

Tanya A. Hughes
Executive Director

Attachment

C: Dr. LaMar Coleman, Vice President for Equity and Diversity
Jianguo Zhu, Director of Institutional Research/HR Administrator
Gary Madison, CHRO Representative

1. POLICY STATEMENT AND SIGNATURE

SECTION 46a-68-78

**EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-78
POLICY STATEMENT**

This section was in compliance in the previous filing of the Affirmative Action Plan and there were no proposals or recommendations.

Subsection (a)

Eastern Connecticut State University is submitting an Affirmative Action Plan that contains a policy statement that:

- 1.) Identifies the purpose and need for affirmative action and equal employment opportunity;
- 2.) Identifies the classes protected under all Federal and State constitutions, laws, regulations and executive orders that prohibit or outlaw discrimination;
- 3.) Establishes affirmative action as an immediate and necessary agency objective;
- 4.) Pledges the agency to take affirmative steps to provide services and programs in a fair and impartial manner;
- 5.) Recognizes the hiring difficulties experienced by individuals with disabilities and by many older persons and sets program goals for action to overcome the present effects of past discrimination, if any, to achieve the full and fair utilization of such persons in the workforce;
- 6.) Advises employees of the existence of the agency's internal complaint procedures; and
- 7.) Identifies the agency Equal Employment Opportunity Officer or person assigned affirmative action duties by name, position or position classification, address and telephone number.

Subsection (b)

The Policy Statement is also signed and dated by the President of Eastern Connecticut State University and shall evidence her commitment to achieve the goals set forth in the Eastern Connecticut State University Affirmative Action Plan.



EASTERN CONNECTICUT STATE UNIVERSITY

83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-465-5000

AFFIRMATIVE ACTION POLICY STATEMENT

Eastern Connecticut State University is committed to achieving the full and fair participation of women, people of color, people with disabilities, and all other protected groups found to be underutilized in the workforce or adversely affected by University policies or practices. Further, we remain vigilant that individuals are not excluded due to race, color, religious creed, national origin, ancestry, sex, including pregnancy, sexual harassment, transgender status, age, gender identity or expression, sexual orientation, marital status, genetic information, physical disability, learning disability, intellectual disability, past or present history of mental disability, workplace hazards to reproductive systems, criminal records, veteran status, or any other condition established by law unless there is a bona-fide occupational requirement which excludes persons in one of the above protected groups. Equal employment opportunity and the goals of affirmative action under Sections 46a-68-75 through 46a-68-114 are supported in all our endeavors.

As President of Eastern Connecticut State University, I pledge my continued commitment and support for achieving compliance with the Affirmative Action regulations of the State of Connecticut, for promoting equal employment opportunity, for advancing social justice and equity and for removing all discriminatory barriers related to hiring, retention and promotion.

To this end, Eastern Connecticut State University has established procedures for reviewing employment policies and practices annually to ensure that barriers which may exclude protected groups are identified and eliminated. Eastern Connecticut State University continues an established record of promoting equal employment opportunity in principle and in action. The University explores alternative approaches if any policy or practice is found to have a negative impact on protected groups and establishes procedures for any efforts that may be necessary to achieve nondiscrimination.

Our policy concerning “Equal Employment Opportunity” provides a system of employment and promotion practices under which individuals are included in the participation, advancement, and benefits of the University. The role of affirmative action in each step of the employment process is detailed in the following pages and incorporated by reference herein. The Office of Equity, Diversity & Title IX approves all steps of the hiring process: job advertisements, search committee composition, interview pool and final candidate pool and supports affirmative action program goals.

The University strives to administer all terms, conditions, and benefits of employment in an equitable manner. We also recognize the hiring difficulties experienced by members of protected classes, especially people with disabilities and many older individuals. We therefore undertake measures to remove any physical or attitudinal barriers which may exist to achieve the full and fair utilization of all persons in the workforce.

Eastern's policy of non-discrimination is not limited to employment practices but extends to services and programs provided by the University. All executive, administrative and supervisory personnel of the University are expected to discharge their affirmative action responsibilities in word and deed consistent with the objective of establishing and implementing affirmative action and equal employment opportunity.

Complaints of discrimination may be filed with the Office of Equity, Diversity & Title IX, Gelsi-Young Hall, Room 254. Eastern's internal complaint procedure can be found on the Office of Equity, Diversity & Title IX's website at [Discrimination and Sexual Harassment - Eastern \(easternct.edu\)](http://www.easternct.edu/Discrimination%20and%20Sexual%20Harassment)

As President of Eastern Connecticut State University, I pledge to make every good faith effort to realize our goals within the timetables set forth in this Affirmative Action Plan and as required by pertinent state and federal legislation, detailed in the pages which follow. The person responsible for overseeing affirmative action and equal employment opportunity is Dr. LaMar Coleman, Vice President for the Office of Equity, Diversity & Title IX, Eastern Connecticut State University, Gelsi-Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226; telephone (860) 465-0072.

Date

5/31/24

Elsa Núñez
President

2. INTERNAL COMMUNICATION

SECTION 46a-68-79

**EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46A-68-79
INTERNAL COMMUNICATION**

This section was in compliance in the previous filing of the Affirmative Action Plan and there were no proposals or recommendations.

Subsection (a)

1. The University's Affirmative Action Policy statement and a summary of the objectives of the University's Affirmative Action Plan are published and distributed each year on campus. Copies of the statement and objectives are also available in the Office of Equity, Diversity & Title IX as well as on the website of the Office of Equity, Diversity & Title IX. All vice presidents, deans, directors and department heads receive a copy (See attached Policy Statement). Internal communications regarding the policy and plan include notice that employees may review and comment on the Affirmative Action Plan at any time during the plan year. No comments have been received.
2. The Vice President for Equity, Diversity & Title IX is a member of the President's staff. The Staff is regularly informed on affirmative action recruiting, hiring, and promotional efforts, as well as recent developments in legal aspects of affirmative action, compliance with the Americans with Disabilities Act and new developments in sexual harassment law.
3. The Vice President for Equity, Diversity & Title IX meets with vice presidents, academic deans, directors and department heads to discuss the goals of affirmative action including strategies for recruitment.
4. The Vice President for Equity, Diversity & Title IX meets with each University search committee to discuss recruitment and hiring strategies to ensure that affirmative action goals are met. He also serves as a resource person for all search committees.

Subsection (b)

1. The Vice President for Equity, Diversity & Title IX maintains copies of all written and dated affirmative action related communications and comments received. These comments are attached at the end of this section.

Subsection (c)

1. Diversity and sexual harassment training were provided in both an in-person format as well as via an online training program. Pursuant to 46a-54(15)(A) of the Connecticut General Statutes, sexual harassment training was offered in-person on 10/26/2023 and on 3/28/2024. New Employees also had the option of completing the online sexual harassment training offered by Connecticut's Commission on Human Rights & Opportunities (CHRO). Regardless of modality, training needed to be completed by 3/30/2024. **The following employees completed the sexual harassment training:**

WM	WF	BM	BF	HM	HF	AAM	AAF	TM	TF	TOTAL
7	10	1	3	5	2	0	0	0	2	30

Pursuant to 46a-54(16) of the Connecticut General Statutes, diversity training was offered in-person on 11/15/2023 and on 3/20/2024. **The following employees completed the diversity training:**

WM	WF	BM	BF	HM	HF	AAM	AAF	TM	TF	TOTAL
8	10	1	3	1	1	0	0	0	1	25

*AA: AALANHNPI

2. Diversity and sexual harassment training have been provided for all management staff, administrators, faculty, and classified staff.
3. Diversity training and sexual harassment training are ongoing, by having annual workshops during the year and by including diversity training as one component of new faculty orientation sessions and new staff orientation workshops.
4. In addition to diversity workshops, employees at Eastern have available diversity awareness and sexual harassment resource materials including videos for check out and small group use. Other University programs address these issues through speakers discussing issues of race, ethnicity, gender, sexual harassment, and through innovative programs planned for the entire University community in both curricular and co-curricular programs.

Subsection (d)

1. Employees may review and direct questions or comments concerning the agency's Affirmative Action Plan to the Vice President for Equity, Diversity & Title IX at any time during the plan year.
2. Members of the University community reviewed the university's Affirmative Action Plan and university's policies pursuant to the plan by discussing goal achievement, recruitment strategies, legal interviewing strategies (especially for candidates with disabilities), and interpretation of other affirmative action search procedures.
3. The Office of Equity, Diversity & Title IX distributed information related to the university's policy on sexual harassment and other nondiscrimination policies to all employees and student groups. Information was also distributed to employees on the Americans with Disabilities Act. All University policies related to affirmative action, sexual harassment, disability issues, discrimination and search procedures are now posted on the University's website for the Office of Equity, Diversity & Title IX.
4. The Vice President for the Office of Equity, Diversity & Title IX met with university's search committees for unclassified and classified positions to discuss affirmative action goals, recruitment strategies, evaluation of candidates, and non-discriminatory interviewing. University search procedures were also reviewed with the committees. In addition, the Office of Equity, Diversity & Title IX answered numerous queries during the search process covering all aspects of the search.

The policy statement approved in the 2023 AA Plan was sent to faculty and staff on November 21, 2023.

From: Coleman, LaMar (Equity and Diversity)

Sent: Tuesday, November 21, 2023 6:00 PM

To: Faculty Distribution List <faculty@easternct.edu>; Admin Distribution List <admin@easternct.edu>

Subject: Affirmative Action Plan Approval Notification

Dear Colleagues,

I am pleased to inform the campus community that on October 11, 2023, President Núñez appeared before the Connecticut Commission on Human Rights & Opportunities (CHRO) to present Eastern's annual Affirmative Action Plan/Report. We were notified on November 9, 2023 that the plan was approved and all sections are noted as being in compliance (see attached).

In accordance with Section 46a-68-79 of the CHRO regulations, not only are we sharing the University's Affirmative Action Policy Statement signed by President Núñez (see attached), but we are also providing access to the 2023 Affirmative Action Plan for anyone who desires to review and/or make comment on it. You can access the 2023 Affirmative Action Plan on the Equity & Diversity website or by clicking: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. Any comments about the plan or about Eastern's non-discrimination policies can be submitted to the Office of Equity & Diversity by April 1, 2024.

If you have any questions about the plan or about any of the initiatives spearheaded by the Office of Equity & Diversity, please do not hesitate to contact me.

As always, I want to thank the university community for working together to uphold the principles of justice, equity, diversity, and inclusion as we strive to make Eastern Connecticut State University a welcoming community for all to work and learn.

Best wishes and have a very happy Thanksgiving!,

LaMar E. Coleman, Ed.D.

(he, him, his) [why pronouns matter](#)

Vice President for Equity & Diversity

Gelsi-Young Hall - Administration Building, Office Suite 254

Eastern Connecticut State University

83 Windham Street | Willimantic, CT 06226

PHONE: (860)465-0072 | FAX: (860)465-0060 | EMAIL: colemanla@easternct.edu

WEBSITE: <https://www.easternct.edu/equity-and-diversity/>



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AFFIRMATIVE ACTION POLICY STATEMENT

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As President of Eastern Connecticut State University, I pledge my continued commitment and support for achieving compliance with the Affirmative Action regulations of the State of Connecticut, for promoting equal employment opportunity, for advancing social justice and equity, and for removing all discriminatory barriers related to hiring, employee retention and promotion.

To this end, Eastern Connecticut State University has established procedures for reviewing employment policies and practices annually to ensure that barriers which may exclude protected groups are identified and eliminated. Eastern Connecticut State University continues an established record of promoting equal employment opportunity in principle and in action. The University explores alternative approaches if any policy or practice is found to have a negative impact on protected groups and establishes procedures for any efforts that may be necessary to achieve nondiscrimination.

Our policy concerning "Equal Employment Opportunity" provides a system of employment and promotion practices under which individuals are included in the participation, advancement, and benefits of the University. The role of affirmative action in each step of the employment process is detailed throughout our university procedures and incorporated within our affirmative action plan. The Office of Equity and Diversity approves all steps of the hiring process: job advertisements, search committee composition, interview pool and final candidate pool and supports affirmative action program goals.

The University strives to administer all terms, conditions and benefits of employment in an equitable manner. We also recognize the hiring difficulties experienced by members of protected classes and, in particular, people with disabilities and many older individuals. We therefore undertake measures to remove any physical or attitudinal barriers which may exist to achieve the full and fair utilization of all persons in the work force.

Eastern's policy of non-discrimination is not limited to employment practices but extends to services and programs provided by the University. All executive, administrative and supervisory personnel of the University are expected to discharge their affirmative action responsibilities in word and deed consistent with the objective of establishing and implementing affirmative action and equal employment opportunity.

As President of Eastern Connecticut State University, I pledge to make every good faith effort to realize our goals within the timetables set forth in the Affirmative Action Plan and as required by pertinent state and federal legislation. The person responsible for overseeing affirmative action and equal employment opportunity is Dr. LaMar Coleman, Vice President for Equity and Diversity, Eastern Connecticut State University, 83 Windham Street, Willimantic, CT 06226; telephone (860) 465-0072.

11/21/23
Date


Elsa M. Núñez, President



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

November 14, 2023

Dear Eastern Connecticut State University Colleagues:

Eastern Connecticut State University values diversity in hiring and recognizes the importance of promoting a policy of non-discrimination in employment. Each year, in accordance with section 46a-68-79 of the Connecticut General Statutes and the Commission on Human Rights and Opportunities (CHRO) regulations, the University affirmative action policies and affirmative action plan are made available for review by the Eastern Connecticut State University campus community. The 2023 Affirmative Action Plan for Eastern Connecticut State University was approved by a vote of the Commission on October 11, 2023 and is now available for review on the Office of Equity & Diversity website at <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>

The plan is also available via physical copies in the Office of Equity & Diversity as well as the Office of the President which are both located on the 2nd Floor of Gelsi-Young Hall.

In accordance with CHRO regulations, agency employees as well as the community at-large can provide comments regarding the most recent Affirmative Action Plan. Comments need to be submitted to the Office of Equity & Diversity by April 1, 2024.

If you have any questions about the 2023 Affirmative Action Plan or about the University's non-discrimination policies, please contact the Office of Equity & Diversity at 860-465-5112.

Sincerely,

LaMar Coleman, Ed.D.
Vice President for Equity & Diversity

Email invitation to new employees to attend mandatory diversity and sexual harassment trainings sent on October 18, 2023.

From: Coleman,LaMar (Equity and Diversity)
Sent: Wednesday, October 18, 2023 2:19 PM
Cc: Coleman,LaMar (Equity and Diversity) <colemanla@easternct.edu>
Subject: Mandatory Trainings for New Employees

Dear Eastern Employee,

I am pleased to extend to you a warm welcome to Eastern Connecticut State University. The University is excited to have you as a new member joining us within the last year. We are confident that the skills and abilities you possess will make a significant contribution to Eastern's mission.

I am writing to inform you of two mandated trainings that are required of new employees. First, *Connecticut General Statute 46a-54(15)* indicates that all State employees must receive **SEXUAL HARASSMENT PREVENTION TRAINING** within the first six months of their employment with the State of Connecticut. As such, an in-person training has been scheduled for new Eastern employees on **Thursday, October 26, 2023 from 2:00pm to 4:00pm in the Johnson Room of the Smith Library**. Employees receiving this email should make every effort to attend to remain in compliance.

Second, *Connecticut General Statute Section 46a-54(16)*, states that employees hired within a State agency must complete a mandatory **DIVERSITY TRAINING** within six months of their hire date. Therefore, we have scheduled an in-person diversity, equity and inclusion training for all employees hired within the last six months that will meet this mandated requirement. The mandatory diversity training will take place on **Wednesday, November 15, 2023 from 2:00pm to 4:00pm in the President's Dining Room of Hurley Hall**. Again, employees receiving this email should make every effort to attend to remain in compliance.

As we prepare for these upcoming trainings, we are asking those who are planning to attend to RSVP by October 25, 2023 by clicking the following link: [Mandatory Training RSVP](#).

Light refreshments will be served at each of the trainings.

If you have any questions about the trainings or State statute compliance, please feel free to let me know.

Sincerely,

LaMar E. Coleman, Ed.D.

(he, him, his) [why pronouns matter](#)

Vice President for Equity & Diversity

Gelsi-Young Hall - Administration Building, Office Suite 254

Eastern Connecticut State University

83 Windham Street | Willimantic, CT 06226

PHONE: (860)465-0072 | FAX: (860)465-0060 | EMAIL: colemanla@easternct.edu

WEBSITE: <https://www.easternct.edu/equity-and-diversity/>

STATEMENT OF POLICY ON DISCRIMINATION AND SEXUAL HARASSMENT

EASTERN CONNECTICUT STATE UNIVERSITY

It is the policy of Eastern Connecticut State University that unlawful discrimination be prohibited in education, employment and the provision of services by the University. Consequently, it shall be a violation of University's policy for any member of the University community to discriminate against any individual with respect to any terms, conditions, or privileges relating to employment or attendance at the University because of such individual's race, color, religious creed, national origin, ancestry, sex, including pregnancy, sexual harassment, transgender status, age, gender identity or expression, sexual orientation, marital status, genetic information, physical disability, learning disability, intellectual disability, past or present history of mental disability, workplace hazards to reproductive systems, criminal records, veteran status or any other condition established by law. Sexual harassment is a type of discriminatory behavior. It is the policy of Eastern Connecticut State University that no member of the academic community may sexually harass another.

It is also the policy of the University that no individual involved in a complaint process shall suffer retaliation for participation in the process. Such retaliation shall not be tolerated at the University.

I. Definitions

- A. **Discrimination** is defined as unequal treatment, or unlawful behavior that produces unequal treatment, as defined in the Connecticut General Statutes, U.S. EEOC Guidelines, Title VII of the Civil Rights Act of 1964 and Title IX of the Education Amendments of 1972. Sexual harassment, defined below, is considered discriminatory behavior.
- B. **Harassment** is defined as unwelcome and offensive conduct that is based on race, color, religion, sex (including sexual orientation, gender identity, or pregnancy), national origin, older age (beginning at age 40), disability, or genetic information (including family medical history). Harassment becomes unlawful where (i) enduring the offensive conduct becomes a condition of continued employment or student status, or (ii) the conduct is severe or pervasive enough to create a work or educational environment that a reasonable person would consider intimidating, hostile, or abusive. Anti-discrimination laws also prohibit harassment against individuals in retaliation for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or lawsuit under these laws; or opposing employment/educational practices that they reasonably believe discriminate against individuals, in violation of these laws.
- C. **Sexual harassment** is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (i) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic performance or advancement; (ii) submission to or rejection of such conduct is used as the basis for employment or academic decisions affecting such

individual; or (iii) such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance, or of creating an intimidating, hostile, or offensive working or academic environment. Gender harassment, defined as discriminatory behavior towards an individual based on his or her gender, is a form of sexual harassment. It may consist of the use of sexist language, illustrations, examples, and gestures that demonstrate discriminatory behavior.

- D. **Retaliation** is defined as adverse action against an individual because the individual has engaged in, or may engage in, asserting rights protected by equal employment laws.

II. Contacts

- A. Anyone alleging discrimination and/or harassment by an Eastern employee may contact Dr. LaMar Coleman, Vice President for Equity, Diversity and Title IX via email: colemanla@easternct.edu, phone: 860-465-0072 or at his office which is located in room 254 of Gelsi-Young Hall.
- B. Discrimination and harassment complaints may also be filed with the Connecticut Commission on Human Rights and Opportunities, the U.S. Equal Employment Opportunity Commission, or any other agency that enforces laws concerning discrimination.
- C. Claims of discrimination or harassment by students are investigated in accordance with the Guidelines for Student Rights and Responsibilities in the Student Handbook. Contact Michelle Delaney, Vice President of Student Affairs via email: delaneymi@easternct.edu, phone: 860-465-5244 or at her office which is located in room 220 Gelsi-Young Hall.

EASTERN CONNECTICUT STATE UNIVERSITY
OFFICE OF EQUITY & DIVERSITY

INFORMATION ON THE AMERICANS WITH DISABILITIES ACT

The Americans with Disabilities Act of 1990 (ADA) became effective on July 24, 1992. It was amended in 2008. It is regarded as the most significant civil rights legislation since the passage of the Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964 and the Age Discrimination in Employment Act of 1967. The overall impact of the ADA's employment-related provisions (set forth primarily in Title I of the Act) is to extend the prohibition against employment discrimination based on disability to employees of private business' and governmental entities other than the federal government. Most public universities were already covered by Section 504 of the Rehabilitation Act; however, the ADA expands several provisions of Section 504.

Public employees in Connecticut with a workforce of three or more employees were also already subject to the Connecticut Fair Employment Practices Act, which prohibits employment discrimination against individuals with a present or a history of mental disorder, mental retardation, physical disability or learning disability. With the EEOC's publication of its ADA regulations in July 1991, it is likely that the Connecticut Commission on Human Rights and Opportunities will begin to interpret and administer FEPA in accordance with the ADA.

As with Section 504, the ADA is not an affirmative action statute. Instead, it seeks to dispel stereotypes and assumptions about disabilities and ensure equal opportunity and encourage full participation, independent living, and economic self-sufficiency for disabled people. Not every disabled person is covered by the ADA. As with Section 504, to be considered disabled under the ADA, a person must have a condition that impairs a major life activity or have a history of such a condition or be regarded as having such a condition. A disabled person must be qualified for the job, program or activity to which he or she seeks access. To be qualified under the ADA (and Section 504), a disabled person must be able to perform the essential functions of the job or meet the essential eligibility criteria of the program or benefit, with or without a reasonable accommodation.

Both the ADA and Section 504 define disability within the same broad parameters. But the ADA goes a step further than Section 504 and protects non-disabled people who are associated with or related to a person with a disability. An employer may not discriminate against a qualified non-disabled employee or applicant solely because his or her spouse, roommate or family member is disabled. For example, it would be illegal to deny employment to a non-disabled person whose spouse has AIDS because the employer fears that the employee will be absent frequently to attend to the spouse.

COVERAGE OF SUBSTANCE ABUSE

The ADA makes a significant change to the Rehabilitation Act concerning the coverage of substance abusers. Previously, some courts had ruled that, in certain cases, current substance abusers were “individuals with handicaps” for the purposes of Section 504, although there was disagreement on this issue in the courts. Now, however, the ADA has amended the Rehabilitation Act to specifically remove illegal drug users from the definition of individuals with handicaps.

The ADA also amends the Rehabilitation Act to provide that alcoholism is not considered a protected disability if it interferes with a person’s ability to work or poses a threat to the property or safety of others. For example, action taken against an employee who fails to perform required job responsibilities would not be a violation of the ADA or Section 504, even if the failure is a result of an alcohol addiction.

In dealing with drug or alcohol abusers, employers are specifically permitted by Section 104 (c) of the ADA to:

- prohibit the use of alcohol or illegal drugs at the workplace by all employees;
- prohibit employees from being under the influence of alcohol or illegal drugs at the workplace;
- require employees to follow the requirements of the Drug-Free workplace Act of 1988;

HEALTH AND SAFETY CONSIDERATIONS

Even if a disabled person is qualified to perform a job, the ADA permits an employer to refuse to hire an applicant or dismiss an employee if the employment would pose a threat to the health and safety of others or to property. The ADA defines direct threat as a “significant risk to the health and safety of others that cannot be eliminated by reasonable accommodation.”

The direct threat consideration probably receives the most attention regarding contagious diseases. As with Section 504, the ADA protects people with contagious diseases, such as AIDS or tuberculosis, unless their condition poses a direct threat to the health and safety of others, or they cannot perform their jobs. In its Title I regulations, the Equal Employment Opportunity Commission defines direct threat as a significant risk that cannot be eliminated or reduced through reasonable accommodation.

EASTERN CONNECTICUT STATE UNIVERSITY
OFFICE OF EQUITY & DIVERSITY

GUIDELINES FOR REASONABLE ACCOMMODATIONS IN EMPLOYMENT

Assurance of equal educational opportunity rests upon legal foundations established by federal law, specifically the Rehabilitation Act of 1973 including Section 504, the Americans with Disabilities Act of 1990 and its Amendment of 2008. Eastern Connecticut State University is committed to the goal of achieving equal educational opportunity and full participation for persons with disabilities. Thus, no qualified person shall be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination in any program or activity on this campus

As part of the University's compliance with the Americans with Disabilities Act, the University has designated LaMar Coleman, Vice President for Equity, Diversity & Title IX, as its ADA Coordinator. An employee with a disability, which requires reasonable accommodation, should first contact the Office of Human Resources, at 860-465-4650. A student who is requesting reasonable ADA accommodations should first contact Brooks Scavone, at the Office of Accessibility Services via email at: scavonek@easternct.edu, phone: 860-465-4661 or at their office which is located in Wood Support Services, room 201. Both university employees and students should contact Dr. LaMar Coleman of the Office for Equity, Diversity & Title IX, should they feel their request have not been met by the corresponding office. You may reach Dr. Coleman via email at Colemanla@easternct.edu, phone at 860-465-0072, or by stopping by his office which is located in Gelsi-Young Hall, room 254.

Explanation of Terms:

Disability: The term “disability” means, with respect to an individual – a) a physical or mental impairment that substantially limits one or more of the major life activities of such individuals; b) a record of such impairment; or c) being regarded as having such an impairment. 42 U.S.C. sec 12102(2)

Substantially limits: The term “substantially limits” means i) unable to perform a major life activity that the average person in the general population can perform; or ii) significantly restricted as to the condition, manner or duration under which an individual can perform a particular major life activity as compared to the condition, manner or duration under which the average person in the general population can perform that same major life activity. 29 C.F.R. sec 1630.2 (j)

Reasonable accommodation: A reasonable accommodation is required if determined that the claimed impairment substantially limits one or more “major life activities”. The term reasonable accommodation may include – a) making existing facilities used by employees readily accessible to and usable by individual with disabilities; and b) job restructuring, part-time or modified work schedules, reassignment to a vacant position, acquisition or modification of equipment or devices, appropriate adjustment or modifications of examinations, training materials or policies, the provision of qualified readers or interpreters, and other similar accommodations for individuals with disabilities. 42 U.S.C. sec. 12102 (9)

Applicant/Employee Responsibility:

- Applicant or employee must meet the threshold of determination that a) the physical or mental impairment substantially limits one or more of the major life activities of such an individual; b) a record of such an impairment; or c) being regarded as having such an impairment. 42 U.S.C. sec. 12102 (2)
- Applicant or employee must present documentation that identifies that the individual i) is unable to perform a major life activity that the average person in the general population can perform; or ii) is significantly restricted as to the condition, manner or duration under which an individual can perform a particular major life activity as compared to the condition, manner, or duration under which the average person in the general population can perform that same major activity. 29 C.F.R. sec. 630.2 (j)
- Applicant or employee must be qualified i.e., must satisfy the prerequisites for the position, including the appropriate educational background, work experience, skills, certification, or licenses.
- Applicant or employee must be able to perform the *essential functions* of the position held or desired with or without reasonable accommodation.
- Applicant or employee must notify employer that an accommodation is needed for full participation in the employment process.
- Applicant or employee should be willing to discuss possible ways for providing a reasonable accommodation.

Employer Responsibilities/Procedures for Documentation Review:

- Applicant or employee requesting “reasonable accommodation” in accordance with the Americans with Disabilities Act of 1990 and ADA Amendment Act of 2008 should contact the Office of Human Resources at Eastern Connecticut State University. If the accommodations are not met through Human Resources, then the employee should contact the Office of Equity, Diversity & Title IX.
- When a reasonable accommodation is requested, the applicant or employee should be able to discuss the specific job-related limitations imposed by the person’s disability and explain how the limitation may be overcome with a reasonable accommodation.

- In a request for reasonable accommodation, applicants/employees must meet the threshold determination that the physical or mental impairment substantially limits one or more of the major life activities of such individual. That the individual is unable to perform a major life activity that the average person in the general population can perform; or significantly restricted as to the condition, manner, or duration under which the average person in the general population can perform that same major life activity. 29 C.F.R. sec. 1630.2 (j)
- The University may request that the following documentation be provided when a request for reasonable accommodation is made:
 - I. Identification of qualified professional: Provide the name, title, and professional credentials of the medical evaluator. Include the license or certification as well as the area of specialization. Professionals conducting the assessments and rendering diagnosis must have training in differential diagnosis and the full range of psychiatric disorders.
 - II. Current documentation: Provide current documentation related to evaluations completed since the condition was diagnosed. Include relevant testing and diagnostic reporting as appropriate.
 - III. Comprehensive documentation:
 1. Historical documentation: Provide historical documentation establishing the medical condition, symptomology, or evidence of ongoing behavior indicative of having the disorder. Provide relevant history of prior therapy or medical treatment as well as current therapy or treatment.
 2. Evaluative summary: Provide an evaluative summary based on the completed medical documentation.
 3. Statement of presenting problem: Provide an interpretative summary of the effect of the ongoing behavior on an ability to perform job responsibilities.
 4. Reasonable accommodation: Provide recommendations for workplace accommodations that address the impairment as substantiated by the comprehensive evaluation.

Notation: The University reserves the right to request a medical evaluation by a University designated medical representative.

- The employer will provide a determination of whether an individual meets the threshold in accordance with the Americans with Disability Act of 1990 and the ADA Amendment Act of 2008, as demonstrated by the documentation submitted.
- Reasonable accommodations are recommended for those individuals meeting the threshold determination.
- Consideration is given to the individual's preference in selecting and implementing the reasonable accommodation that is most appropriate for the applicant or employee and the employer.

The Advisory Committee on People with Disabilities:

The committee assists the University's administration in addressing and resolving problems related to employees, students and visitors with disabilities. The committee monitors progress on the ADA Facilities Plan which addresses the accessibility of the University's buildings and programs. The committee is composed of senior administrators, faculty and directors of major programs.

LaMar Coleman, Ed.D.

Michelle Delaney

Terry D. Roye, AIA

Brooks Scavone

Christopher Ambrosio

Vice President for Equity & Diversity

Vice President Student Affairs

Associate Vice President for Facilities Management

Director of AccessAbility Services

Director of Opportunity Programs

AFFIRMATIVE ACTION PROGRAM EVALUATION

April 1, 2023 – March 31, 2024

This evaluation is being provided in accordance with Section 46a-68-47 “Internal Program Evaluation” of State Regulations: Affirmative Action by State Government. Your responses to the following questions are required as part of an evaluation of the Affirmative Action Program for this reporting period. Please read each question carefully before responding.

Name: William Salka

Title: Provost and Vice President for Academic Affairs

1. How would you assess the affirmative action goal achievements in 2023-2024 for your respective division? What aided and what challenged goal achievements in your division?

While we did not hire any full-time faculty in the previous year due to budget constraints, we continue to strive for diversity in Academic Support staff we have hired. We did hire a number of SUOAF employees and efforts were made to ensure those hired closely reflect the demographics of our students.

2. What comments/feedback do you have about the search procedures being used at the university (46a-68-79)? What works well and would should be improved?

The fact that the VP of Equity and Diversity meets with every search committee is very beneficial as that reenforces the University’s commitment to diversity in who we hire. The process has become more detailed under the new VPED, but that is a good thing.

3. What is your assessment of Eastern’s 2023 Affirmative Action Plan? Are the internal and external communications efficient? Are the programmatic and hiring goals reasonable? Is the grievance procedure widely known and effective? For reference, you can view a copy of the plan by clicking: [2023 Affirmative Action Plan](#)

The 2023 plan is excellent with reasonable goals and communication to all stakeholders.

AFFIRMATIVE ACTION PROGRAM EVALUATION
April 1, 2023 – March 31, 2024

This evaluation is being provided in accordance with Section 46a-68-47 “Internal Program Evaluation” of State Regulations: Affirmative Action by State Government. Your responses to the following questions are required as part of an evaluation of the Affirmative Action Program for this reporting period. Please read each question carefully before responding.

Name: James R Howarth

Title: Vice President for Finance & Administration

1. How would you assess the affirmative action goal achievements in 2023-2024 for your respective division? What aided and what challenged goal achievements in your division?

We experienced mixed success with filling positions in the current job market with some positions having small candidate pools due to a lack of interest in the specific position. We experienced employees transferring to other state agencies reflecting the large number of open positions within state service. In general, we have not filled as many positions as expected when the goal was established due to the job market and university financial conditions. We continue to make our best efforts with increased advertising and feel confident we were provided with the best possible diversity in our applicant pool and final candidate selection.

2. What comments/feedback do you have about the search procedures being used at the university (46a-68-79)? What works well and what should be improved?

The university search procedures are well documented, each search committee is informed of the process at the beginning of each search. There is ample time for questions and discussion of process in the initial meeting and then the search chair is responsible to lead the committee through the entire process. I believe the process is well developed and meets our requirements.

3. What is your assessment of Eastern’s 2023 Affirmative Action Plan? Are the internal and external communications efficient? Are the programmatic and hiring goals reasonable? Is the grievance procedure widely known and effective? For reference, you can view a copy of the plan by clicking: [2023 Affirmative Action Plan](#)

I believe the communication is effective and grievance procedures are widely known and understood. Our ability to meet hiring goals is dependent on the available pool of candidates and the number of positions we are seeking to fill. These factors need to be taken into consideration when evaluating success.

AFFIRMATIVE ACTION PROGRAM EVALUATION

April 1, 2023 – March 31, 2024

This evaluation is being provided in accordance with Section 46a-68-47 “Internal Program Evaluation” of State Regulations: Affirmative Action by State Government. Your responses to the following questions are required as part of an evaluation of the Affirmative Action Program for this reporting period. Please read each question carefully before responding.

Name: Michelle M. Delaney

Title: Vice President of Student Affairs

1. How would you assess the affirmative action goal achievements in 2023-2024 for your respective division? What aided and what challenged goal achievements in your division?

Student Affairs worked diligently to help meet the affirmative action goals for the year. The division remains committed to finding diverse candidate pools and has extended and canceled searches when there is a clear lack of diversity in the candidate pool.

2. What comments/feedback do you have about the search procedures being used at the university (46a-68-79)? What works well and what should be improved?

Over the past year many of the search procedures have been streamlined and forms updated. This has aided the search committees with completing their reports more easily. We have also acquired the JazzHR software which has helped to centralize the employment application process and has made it easier for search committees to access candidate materials. Ensuring there is a diverse candidate pool continues to be a struggle.

3. What is your assessment of Eastern’s 2023 Affirmative Action Plan? Are the internal and external communications efficient? Are the programmatic and hiring goals reasonable? Is the grievance procedure widely known and effective? For reference, you can view a copy of the plan by clicking: [2023 Affirmative Action Plan](#)

The information pertaining to searches, grievances, and hiring goals is readily available to anyone who is interested. The VP of E&D is also available to answer questions and assist with any concerns that arise from search committee members.

AFFIRMATIVE ACTION PROGRAM EVALUATION
April 1, 2023 – March 31, 2024

This evaluation is being provided in accordance with Section 46a-68-47 “Internal Program Evaluation” of State Regulations: Affirmative Action by State Government. Your responses to the following questions are required as part of an evaluation of the Affirmative Action Program for this reporting period. Please read each question carefully before responding.

Name: Garrett Bozylinsky

Title: Chief Information Officer

1. How would you assess the affirmative action goal achievements in 2023-2024 for your respective division? What aided and what challenged goal achievements in your division?

I am impressed with the success of the Office of Equity & Diversity because it sets high standards of achievement and provides as many tools as possible for University departments to reach those standards.

2. What comments/feedback do you have about the search procedures being used at the university (46a-68-79)? What works well and would should be improved?

I think the search procedures have improved greatly. Everything is clearer and more streamlined. Purchasing the JazzHR software was also a very good investment as it has improved the search process even more.

3. What is your assessment of Eastern’s 2023 Affirmative Action Plan? Are the internal and external communications efficient? Are the programmatic and hiring goals reasonable? Is the grievance procedure widely known and effective? For reference, you can view a copy of the plan by clicking: [2023 Affirmative Action Plan](#)

From my perspective, I find these procedures appropriate and conducive to the goals of the plan.

3. EXTERNAL COMMUNICATION and RECRUITMENT STRATEGIES

SECTION 46a-68-80

EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-80
EXTERNAL COMMUNICATION AND RECRUITMENT STRATEGIES

This section was in compliance in the previous filing of the Affirmative Action Plan and there were no proposals or recommendations.

Subsection (a):

Eastern Connecticut State University develops means of recruiting goal candidates for current position.

1. The Vice President for Equity & Diversity shares and updates the affirmative action hiring and promotion goals with the President's senior staff regularly. The university advertises its current openings on ethnic and minority media to target goal candidates. The Office of Equity & Diversity also provides special funds to bring goal candidates to campus for interviews.
2. Notices of vacant unclassified job positions were sent to professional journals, publications targeted to reach a minority readership, and to individuals and agencies listed on the recruitment contact list. Deans, Directors, Vice Presidents and search chairs also made personal contacts to recruitment sources.
3. All faculty and administrative positions were advertised nationally to attract a large and diverse pool of candidates. Ads were placed in the Chronicle of Higher Education, and insidehighered.com as well as publications which target minority candidates, such as Diverse Issues in Higher Education, Hispanic Outlook or the Hartford Inquirer. Any other positions for which hires could be made without using certification lists were advertised statewide.
4. Members of all faculty and administrative search committees were asked to make extensive personal contacts in order to enlarge the pool of female and minority candidates. Some searches were cancelled or extended if a diverse pool of finalists was not identified.

Subsection (b):

Eastern Connecticut State University maintains a public record as an affirmative action/equal opportunity employer:

1. The Vice President maintains an updated list of individuals, newspapers, and organizations to be contacted as recruitment sources. All position announcements are sent to appropriate sources with a letter requesting their assistance in actively recruiting and referring qualified member of protected groups. All advertisements and position announcements contain a statement of the university's commitment to affirmative action. (See recruitment list)
2. The University notifies all bidders, contractors, subcontractors, and suppliers of its Affirmative Action Policy. This notice includes a statement that the University will not knowingly do business with any bidder, contractor, subcontractor, or supplier of materials debarred from participation in any federal or state contract program or found to be in violation of any state or federal anti-discrimination law. The Vice President of Finance and Administration is responsible

for overseeing the contract compliance requirements covered by Section 4a-60 and 4a-60a as amended by Public Act 83-569 of the Connecticut General Statutes.

3. All employment advertisements contain a reference to Eastern's commitment to affirmative action and a statement that Eastern Connecticut State University is actively seeking members of underrepresented groups to diversify its workforce. No advertisements exclude people by gender or age, or any other protected classes. (See sample ads)
4. On a yearly basis, the Vice President for Equity & Diversity notifies all unions which represent agency employees for collective bargaining purposes that the University is an affirmative action employer and invites all unions to review and comment upon the agency's affirmative action plan. (See letters)

Subsection (c).

The University has undertaken positive relationship building activity to ensure that affirmative action is more than a paper commitment.

1. The Vice President and the Chief Human Resources Officer as well as other university management officials make personal contacts with local, state and national recruitment sources in a persistent effort to maintain a successful recruitment program.
2. Eastern Connecticut State University does not knowingly do business with any bidder, contractor, subcontractor, or supplier of materials who discriminates against protected class members. The University promptly reports any behavior inconsistent therewith to the Commission on Human Rights and Opportunities or other appropriate authorities and shall encourage bidders, contractors, subcontractors, and suppliers of material to develop and implement affirmative action plans. The participation of minority businesses which meet established qualifications as regulated by Sections 4a-61 or 32-9f shall be solicited and encouraged.
3. The University makes intensive recruitment efforts and contacts local, state, and national universities, organizations and computer job data banks for referrals of protected class individuals for employment. Additionally, the university places ads in publication sources that target underutilized protected class audiences, such as Diverse Issues in Higher Education and Hispanic Outlook.
4. All collective bargaining contracts involving employees of the Connecticut State Colleges and Universities contain a non-discrimination clause.

Contract Compliance:

The following steps were taken in this reporting period to comply with the elements related to contract compliance:

Pursuant to Connecticut General Statute 46a-68-35 (a) (2)

All potential and actual bidders, contractors, subcontractors and suppliers of material were notified of Eastern's affirmative action policy. The notice included the statement that the university will not knowingly do business with any bidder, contractor, subcontractor or supplier of materials who discriminated against any members of any class protected under S4a-60 of the Connecticut General Statutes.

Pursuant to Connecticut General Statute 46a-68-35 (b) (2)

The participation of minority business enterprises meeting qualifications established in regulations pursuant to 4a-61 or 32-9f of the Connecticut General Statutes or federal law was solicited and encouraged.

Eastern doesn't knowingly do business with any bidder, contractor, subcontractor or supplier of materials who was debarred from participation in any federal or state contract program or who was found to be in violation of any state or federal antidiscrimination law. If any such behavior had come to the attention of the university, it would have been reported to the appropriate authority. All bidders for projects for \$100,000 and above were required to submit an affirmative action plan. All other contractors, subcontractors, bidders and suppliers of materials were encouraged to develop and implement affirmative action plans of their own.

Pursuant to Connecticut General Statutes 4a-60 and 32-9f:

Pursuant to contract compliance requirements of 4a-60 and minority business enterprise contracting requirements of Connecticut General Statute 32-9f, Small Contractor and Minority Business Enterprise (MBE) Utilization Report (Forms CHRO 1 and 2), quarterly summaries are included in this section. In addition, Eastern shall document instances of good faith efforts and activities to award a fair proportion of contracts to minority business enterprises.

The Eastern Connecticut State University Small Contractor and Minority Business Enterprise Reports for four fiscal quarters have been included. Also included in this section are copies of documents which will demonstrate Eastern's good faith efforts to achieve the contract compliance set aside goal.

Pursuant to Connecticut General Statute 46a-68-35 (c)

This university has worked with the Department of Administrative Services, the Department of Economic and Community Development and the Commission on Human Rights and Opportunities to eliminate unnecessary duplication of effort and expense where possible.

Pursuant to Connecticut General Statute 46a-68-35 (d)

The university maintains the names and addresses of each organization, recruiting source, bidder, sub-contractor, supplier of materials, publications and unions receiving notice of the agency policy in a vendor file in the Purchasing Department. Copies of communications, ads and contract provisions related to nondiscrimination clauses are included in this section.

Pursuant to Connecticut General Statute 46a-68-49 (Innovative Programs)

The university's efforts to carry out "good faith efforts" and activities to award a fair proportion of the university's contracts to minority business enterprises include:

The university has used the updated Small Business Set Aside Directory and the Minority and Women Owned Directory to advertise and award contracts and purchases to meet goals.

Eastern advertised bids in area newspapers to try to increase the number of minority vendors, particularly those in the construction field.

External Communication Additions

1. List of recruitment sources - - agencies, colleges, etc.
2. Sample ads.
3. Copies of letters sent to union leaders.
4. Quarterly reports on contract compliance

FEMALE AND MINORITY CONTRACT LIST

President Terrence Cheng
Board of Regents for Higher Education
39 Woodland Street
Hartford, CT 06105
860.723.0011

Arleen Cohen, Executive Director
Center for Latino Progress
95-97 Park Street, 2nd floor
Hartford, CT 06106
Arleen.Cohen@ctprf.org
860-247-3227

Ms. Tanya Hughes., Executive Director
CHRO
450 Columbia Boulevard
Hartford, CT 06103
860.541.3400

Ms. Letisa Vereen, President
National Association of University Women
1001 E Street S.E..
Washington, DC 20003
Telephone: 202.547.3967

CT Labor Dept./American Job Center
Tyler Square
1320 Main Street
Willimantic, CT 06226
860.450.7603

Dr. Mary Ellen Jukoski, Ed.D., President
Three Rivers Community/Technical College
574 New London Turnpike
Norwich, CT 06360
860.215.9001
MJukoski@threerivers.edu

Ms. Adrienne W. Cochrane, J.D., Chief
Executive Officer
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135 Broad Street, Hartford, CT 06105
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860.525.1163

New Haven Board of Education
Yesenia Rivera, President
Gateway Center, 54 Meadow Street
New Haven, CT 06519
203.946.8969
Email: Yesenia.rivera@nhboe.net

Kathleen Holgerson, Director
UConn Women's Center
2110 Hillside Rd., Unit 3118
Storrs, CT 06269
860.486-4738

Mr. Kenneth A. Barela, Chief Executive
Officer
Hispanic Health Council
175 Main Street
Hartford, CT 06106
860.527.0856 /
info@HispanicHealthCouncil.org

Dr. William T. Brown, CEO
Gateway Community Technical College
20 Church Street
New Haven, CT 06510
203.285.2000

Ms. Deborah Dorfman, Executive Director
Disability Right Connecticut
846 Wethersfield Avenue
Hartford, CT 06114
860.297.4300

Ms. Lena Rodriguez, President
Community Renewal Team of Greater Hartford
555 Windsor Street
Hartford, CT 06120-2418
860.280.0100/860.560.5600

Ms. Doris Dumas, President
NAACP, Greater New Haven Branch
515 Whalley Avenue
New Haven, CT 06511
203.389.7275

Ms. Maxien Robinson-Lewin, President
NAACP, Greater Hartford Branch
P.O. Box 1012
Hartford, CT 06143
860.253.2750

Leah Ralls, President
NAACP, Windham Chapter
P.O. Box 412
Willimantic, CT 06226
Phone: 860-230-6911
info@windhamctnaacp.org

Jean Jordan, President
NAACP, New London Branch
P.O. Box 987
New London, CT 0320
Phone: 860-439-1423
<http://www.newlondonnaacp.org/>

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Vice President for Diversity, Equity, & Inclusion
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860.612.7056 / jchaisson-cardenas@commnet.edu

Amanda Anduaga-Roberson,
Equal Opportunity Employment Manager
Connecticut State Dept. of Public Health
860.509.7267 / Amanda.anduaga-roberson@ct.gov

Recruitment Sources:

Newspapers

Chronicle of Higher Education
Hartford Courant
Boston Globe
Manchester Journal Inquirer
Norwich Bulletin
New Haven Register
New London Day
University of Connecticut Daily Campus
Willimantic Chronicle
Art Search
Chemical and Engineering News
College and Research Libraries News,
Diverse Issues in Higher Education
Hispanic Outlook
Northeast Minority News

Websites

www.higheredjobs.com
www.jobcentral.org/ct
www.careerbuilder.com
www.academickeys.com
www.hotjobs.com
www.ctjobs.com
www.indeed.com
www.monster.com
www.rice.com
www.craigslist.org
www.easternct.edu/humanresources/jobs.html
www.wihe.com
www.diversejobs.net
www.hispanicportal.com
www.herc.org
www.h-net.org/jobs/
www.studentaffairs.com
www.oecollaborative.com
www.acpa.org
www.theplacementexchange.org

Organizations

American Association of Colleges for Teacher Education
American Political Science Association
American Psychological Association Monitor
American Psychological Society
American Sociology Association Employment Bulletin
Association of Black Sociologists
Association of International Education
Black Coaches Association
College Art Association
College Student Personnel
Connecticut Women's Studies Administration Coalition
Hartford Association for the Education of Young Children
Historically Black Colleges and Universities
National Academic Advisory Association
National Association of Diversity Officers in Higher Education
NCAA News
Northeastern Educational Research Association
Society of College and University Planners
Society for Historians of American Foreign Relations
Women in Higher Education

Mailing List/Listserv/Certification List

ECSU Jobs Mailing list
State of Connecticut Certification Lists
Minority and Women Doctoral Directory
NACWAA Listserv
ACPA Latino listserv
CSP Job listserv.
Ecology-L
New England Library Association Listserv
College Library Listserv
BCALANational listserv
NEAalert listserv
SAANews listservCollege Health listserv

Employee Recruitment in Higher Education Including Race/Gender Specific Resources

ABILITY LINKS

Advocacy program that matches job-ready people with disabilities to employers.

<https://abilitylinks.org/>

ACADEMIC CAREERS ONLINE

Online service for faculty, research, post-doctoral, adjunct, library, administrative, and senior management positions at colleges and universities.

<https://academiccareers.com/>

ACADEMIC DIVERSITY SEARCH

Nationwide employment resource specializing in connecting women and minorities with academic institutions that truly value diversity.

<https://www.academicdiversitysearch.com>

ACADEMIC KEYS

A leading source for academic employment.

<https://www.academickeys.com>

ACADEMIC SEARCH INC.

Company that works exclusively for colleges and universities in their search for presidents and senior administrators.

<https://academicsearch.org/>

AFRICAN AMERICAN REVIEW

Resource that promotes lively exchange among writers and scholars in the arts, humanities, and social sciences.

<https://afamreview.org/>

AMERICAN ASSOCIATION FOR ACCESS, EQUITY, AND DIVERSITY

Professional organization that helps members to be more successful and productive in their careers as well as promoting an understanding of Affirmative Action and equality in employment.

<https://www.aaed.org/aaed/default.asp>

AMERICAN ASSOCIATION OF BLACKS IN HIGHER EDUCATION

Organization that addresses the pipeline of Black faculty and staff in higher education.

<https://aabhe.education/>

AMERICAN ASSOCIATION OF PEOPLE WITH DISABILITIES

Organization that helps unite the diverse community of people with disabilities.

<https://www.aapd.com/>

AMERICAN ASSOCIATION OF UNIVERSITY WOMEN

the nation's leading voice promoting equity and education for women and girls.

<https://www.aauw.org/>

AMERICAN COLLEGE HEALTH ASSOCIATION

The principal leadership organization for the field of college health and provides services, communications, and advocacy

<https://www.acha.org/>

AMERICAN COLLEGES AND UNIVERSITIES ASSOCIATION

The leading national association concerned with the quality, vitality, and public standing of undergraduate liberal education

<https://www.aacu.org/>

AMERICAN COUNCIL ON EDUCATION

ACE provides leadership on key higher education issues and influences public policy through advocacy, research, and program initiatives.

<https://www.acenet.edu/Pages/default.aspx>

AMERICAN EDUCATIONAL RESEARCH ASSOCIATION

Concerned with improving the educational process by encouraging scholarly inquiries related to education and evaluation, and by promoting the dispersal and practical application of research results.

<https://www.aera.net/>

AMERICAN INDIAN HIGHER EDUCATION CONSORTIUM

Through AIHEC, our colleges continue to work together to influence policy and establish programs in all facets of higher education.

<http://www.aihec.org/>

ASSOCIATION OF AMERICAN UNIVERSITIES

A nonprofit organization of 62 leading public and private research universities in the United States and Canada.

<https://www.aau.edu/>

BLACK CAREER WOMEN

A non-profit, tax-exempt organization conceived by black women for the professional development of black women.

<https://abwhe.org/>

BLACK ENTERPRISE & BLACK ENTERPRISE MAGAZINE

A financial empowerment, is the premier business, investing, and wealth-building resource for African Americans.

<https://www.blackenterprise.com/>

BLACKS IN HIGHER ED

A job board committed to increasing qualified minority candidates for staff, faculty and management employment opportunities at colleges and universities.

<https://www.blacksinhighered.com/search-jobs/>

COMMISSION ON ACCESS, DIVERSITY AND EXCELLENCE

Serves as a national action forum for addressing relevant diversity and social change issues affecting learning, discovery, and engagement at American colleges and universities.

<http://www.aplu.org>

CONGRESIONAL HISPANIC CAUCUS INITIATIVE

Develops the next generation of Latino leaders with a clear vision of a strong America made possible with the many contributions of educated and civic-minded Latino leaders engaged in and contributing to all aspects of U.S. society

<https://chci.org/>

CONNECTICUT ASSOCIATION ON HIGHER EDUCATION AND DISABILITY

Develops communication, cooperation, and coordination among institutions of higher education on issues relating to individuals with disabilities and provide professional development for Association member.

<http://www.ctahead.org>

CONNECTICUT ASSOCIATION OF LATINOS IN HIGHER EDUCATION

A non-profit organization dedicated to promoting the participation of Latinos in different areas of post-secondary education in Connecticut.

<https://calahe.org/>

COUNCIL OF COLLEGES OF ARTS AND SCIENCES

A national association of baccalaureate degree-granting colleges of arts and sciences whose purpose is to sustain the arts and sciences as a leading influence in American higher education.

<http://www.ccas.net>

COUNCIL FOR OPPORTUNITY IN EDUCATION

Dedicated to furthering the expansion of educational opportunities throughout the United States.

<http://www.coenet.org>

DIVERSITY.COM

Provides a trusted method for recruiting the best and brightest job seekers.

Diversity.com

DIVERSITY INC.

Provides a wide range of diversity issues and updates news articles regarding diversity. They also provide areas to network and to post resumes for potential employers.

<https://www.diversityinc.com/>

EQUALITY MAGAZINES

Provide visitors with opportunities to reach a variety of unique markets and enhance recruitment and marketing efforts.

<https://equalitymagazines.com/>

HBCUCONNECT

Provides a platform for networking, professional opportunities, educational opportunities and connections with organizations that are looking to hire.

<http://www.hbcuconnect.com>

HISPANIC ASSOCIATION OF COLLEGES & UNIVERSITIES

HACU is the only national educational association that represents Hispanic-Serving Institutions (HSIs)

<http://www.hacu.net>

HISPANICS IN HIGHER ED

A job board committed to increasing qualified minority candidates for staff, faculty and management employment opportunities at colleges and universities.

<https://www.hispanicsinhighered.com/search-jobs/>

IHISPANO

The nation's premier professional networking site and job board for Latinos in the United States and serves as a resource for connecting aspiring and accomplished Latino professionals with employers.

<https://www.ihispano.com/>

IMDIVERSITY INC.

Dedicated to providing career and self-development information to all minorities.

<https://imdiversity.com/>

INSIGHT INTO DIVERSITY

Connects diverse professionals with institutions and businesses that embrace a workforce that reflects the world today

<https://www.insightintodiversity.com/>

JOURNAL OF BLACKS IN HIGHER EDUCATION

Offers multiple online advertising options for academic institutions and affiliated agencies.

<http://www.jbhe.com>

LATINO PROFESSIONAL NETWORK

Creates career, educational and social opportunities for Latino professionals, connecting Latino professionals and college students with each other, and with employers seeking to identify, retain and develop Latino talent.

<http://www.lpnonline.com>

LEAGUE OF UNITED LATIN AMERICAN CITIZENS

Advances the economic condition, educational attainment, political influence, health and civil rights of Hispanic Americans.

<https://lulac.org/>

NATIONAL ASSOCIATION FOR EQUAL OPPORTUNITY IN HIGHER EDUCATION

Not-for-profit umbrella organization of the nation's Historically Black Colleges and Universities (HBCUs) and Predominantly Black Institutions (PBIs).

<http://www.nafeonation.org>

NATIONAL COALITION OF BLACK WOMEN (NCBW)

Persistently works to address the problems of women that affect their families, their communities, and themselves, and they aggressively began to reach out to other Black women and to mobilize their emerging strength into a visible and influential force

<https://ncbw.org/>

NATIONAL CONFERENCE ON RACE & ETHNICITY IN HIGHER EDUCATION

A resource for higher education institutions, providing an annual multicultural forum for people of color.

<https://ncore.ou.edu/en/>

NATIONAL COUNCIL ON DISABILITY

An independent federal agency charged with advising the President, Congress, and other federal agencies regarding policies, programs, practices, and procedures that affect people with disabilities.

<http://www.NCD.gov>

NATIONAL INDIAN EDUCATION ASSOCIATION

The premiere organization advocating for educational excellence, opportunity, and equity for Native students

<http://www.niea.org>

NATIONAL MINORITY TECHNOLOGY COUNCIL

Strives to create a relevant platform that captures the need for growth, access, and opportunity but their true competitive resolve rests in the ability to ignite the interest of urban youth towards the industry.

<http://www.nmtcimpact.org>

NEMNET- MINORITY RECRUITMENT

Aspires to be the premier resource in the identification and recruitment of minority teachers, professors, administrators and coaches in North America

<https://www.nemnet.com/>

UNIVERSITY JOB BANK

an online recruiting/ career service that delivers a simple and cost effective way for higher education institutions and other organizations to recruit the right people.

<http://www.universityjobs.com>

WOMEN IN HIGHER EDUCATION (WIHE)

Designed to help smart women on campus get wise about how gender affects their being successful in the male-dominated world of higher education

<http://www.wihe.com>

WOMEN IN ACADEMIA REPORT

Reports on trends concerning women in all areas of higher education and discusses important issues of gender equity.

<http://www.wiareport.com>

WOMEN FOR HIRE

Offers a wide variety of career- related information and videos geared to working women, and an online job board that helps leading employers connect with top-notch professional women in all fields.

[Women For Hire | Career Advice, Work From Home, Job Board, Resume Templates](#)

WORKPLACE DIVERSITY

a source for recruiters who want to make a good faith effort to reach experienced diversity talent.

<https://workplacediversity.com/>

SAMPLE ADVERTISEMENTS

+ Navigation



Job Opportunities

Thank you for your interest in employment with Eastern Connecticut State University.

[Full-time Faculty Positions](#) | [Part-time Faculty Positions](#) | [Administrative Positions](#)
| [University Assistant Positions](#) | [Classified Positions](#)

School of Arts and Sciences

▼ **Assistant Professor - Neuropsychology (Tenure Track)**

Eastern CT State University

Assistant to the Director of Financial Aid

Willimantic, CT Full Time Mid Level

Position Responsibilities:

1. Maintains current knowledge of financial aid regulations, policies and procedures and effectively and efficiently serves an assigned group of student aid applicants and their parents.
2. Advises students about financial aid eligibility, application procedures, aid programs, costs, indebtedness and money management
3. Collects and analyzes financial data of students and parents to determine aid eligibility and make awards within federal, state and institutional guidelines.
4. Evaluates special circumstances documentation or information provided by the student and exercises judgment in making adjustments to costs, expected family contribution, need or dependency status as exceptions.
5. Assists in the preparation and presentation of financial aid and financial literacy information for various campus groups, high school students and parents, workshops and recruitment sessions.
6. Analyzes financial aid system data such as grades, credits attempted and earned, enrollment or award status in order to verify continued eligibility, compliance with regulations and/or return of Title IV aid.
7. Assists office staff with components of the day-to-day implementation of financial aid program activities with or without the support of other staff in order to contribute to the efficient and effective operation of the Financial Aid Office. These activities may include, but are not limited to aid program administration, communications, academic progress, scholarships, compliance, client services, funds reconciliation, Banner process completion, outreach and process improvement.
8. Performs other duties and responsibilities related to those enumerated above that do not alter the basic responsibility of the position.

Qualifications:

Bachelor's Degree and one to two years of professional experience in a university or closely related setting required; excellent communication skills and the ability to handle multiple tasks is necessary; the ability to relate effectively to students, parents, university staff and external constituencies is important. A high energy level and the ability to work under pressure and under time and regulatory constraints are essential. Must know, or be willing to learn, the basics of federal ed analysis. These qualifications may be waived for individuals with appropriate alternative experience and/or training.

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Vice President for Finance and Administration (VPFA)

[Eastern Connecticut State University](#)

in Willimantic, CT

[Apply on Institution's Website](#)

Type: Full-Time

Posted: 06/06/2024

Application Due: Open Until Filled

Category: [Business and Financial Services](#); +1

Eastern Connecticut State University is seeking a qualified candidate to fill the Vice President for Finance and Administration position. Eastern is Connecticut's Public Liberal Arts University and is located in Willimantic, Connecticut which is 1.5 hours from Boston and 2 hours from New York City. Eastern is one of four universities in the Connecticut State College and University System (CSCU). The position also offers substantial health and retirement benefits.

Position Summary:

Eastern seeks a Vice President for Finance & Administration (VPFA) who reports to the President and serves as Chief Financial Officer for the university. The VPFA advises the President on general University policies, with responsibilities to fiscal, business, public safety, and physical facilities matters. The VPFA manages overall operational and financial aspects of Eastern Connecticut State University and serves as a member of the President's cabinet. In executing this responsibility, the VPFA will provide strategic vision and leadership for the functional departments reporting to the VPFA which include, Fiscal Affairs (i.e. purchasing, accounts payable/travel, accounting, payroll, bursar's office, card services, etc.); Auxiliary Services (i.e. food services and bookstore); Budgeting; Facilities Management; and Public Safety.

The Vice President for Finance & Administration:

1. Directly supervises the Associate Vice President for Facilities Management & Planning, Chief of Police, University Controller, Director of Fiscal Affairs/Acquisitions, and Director of Financial Planning & Budgets.
2. Indirectly supervises Purchasing/Procurement, Accounts Payable/Travel, Auxiliary Services, Accounting, Payroll, Bursar's Office, and Card Services.
3. Advises the President on all fiscal matters and financial risks, including administrative, business and finance matters aimed at meeting institutional needs across all divisions. Provides transparent administrative and financial guidance to the President and Campus Community.
4. Assures a fiscal affairs workforce capable of effective performance, by selecting, training, and developing staff in addition to reviewing and evaluating personnel and initiating corrective actions for those areas under the VPFA management when needed.
5. Formulates, plans, improves, and implements campus-wide administrative policies and procedures.
6. Plans, develops, evaluates, and makes recommendations to the President regarding the University's administrative programs and services (e.g., financial, facilities, commercial operations, auxiliaries' operations, contracts, etc.) so that the campus' objectives are met, and that compliance is assured with the policies of the Connecticut State Colleges and Universities (CSCU), federal and state regulations and audit requirements.
7. Develops annual and biennial budgets and capital plans which promote financial stability of the university and support prudent, fiduciary utilization of state funds and student tuition and fees.
8. Provides and maintains financial information systems that are adequate to provide internal controls and accurate data to support informed decision-making.
9. Manages university-wide compliance; develops corrective action plans and responds to findings of external and state auditors; and ensures that processes promote compliance with state and federal laws, internal controls, and ethical conduct.
10. Implements and updates enterprise risk management evaluations and reports items of significant risk or concerns.
11. Ensures that Eastern's semi-annual reporting data and other requested reports to CSCU and the CT Board of Regents are prepared in a timely manner in compliance with generally accepted accounting principles.
12. Oversees the university's facilities infrastructure. Directs construction and facilities operations. Direct the campus' auxiliary investment activities.

13. Oversees management of state funding to support the university's capital needs and operations.

14. Works as a primary emissary to Department of Administrative Services (DAS) to promote, guide, and oversee completion and appropriateness of structures which DAS builds, maintains, or repairs.

15. Represents the President and Eastern on boards of various agencies or quasi-agencies which are finance related.

16. Serves on various University committees as directed by the President (i.e., Budget & Resource Allocation Committee, University Budget Committee, Facilities Planning & Usage Committee, etc.).

17. Maintains ongoing business relationships with the appropriate officials and employees of federal and state agencies, community organizations, school districts and other educational institutions, which have financial, administrative, infrastructure or legal relationships with Eastern.

18. Remains current by reading professional journals and literature, developing professional contacts with colleagues, attending professional development events, and attending training and/or courses as appropriate.

QUALIFICATIONS:

MBA or other advanced degree from an accredited institution desired. CPA or comparable work experience preferred. A minimum of ten years of relevant executive-level work experience preferred. Demonstrated leadership and strategic planning skills essential to manage the administrative, financial and facility programs of a major, complex organization with sound financial and fiscal controls; ability to direct the work of professional financial and administrative staff; experience with developing and managing long-range budgets for complex organizations; ability to work within a team-based and cooperative structure; and familiarity of work in a complex unionized environment. These qualifications may be waived for individuals with appropriate alternate experience.

TO APPLY:

Applications should upload a cover letter, current resume and contact information of three professional references via [Vice President for Finance and Administration - Eastern CT State University - Career Page \(applytojob.com\)](#) link. Cover letter should be addressed to Chair, Search Committee for the Vice President for Finance and Administration, c/o Rebecca Davis, Screening of applications will begin immediately and continue until an appointment is made. Highest priority will be given to applications received by July 31, 2024. Anticipated start date is January 2025 following the completion of the search.

Eastern Connecticut State University 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 mental disorder, learning disability or physical disability, veteran status, sexual orientation, genetic information or criminal record. The following person has been designated to handle inquiries regarding the non-discrimination policies: LaMar Coleman, Vice President for Equity and Diversity, (860) 465-5112, colemanla@easternct.edu.

Billing Administrator Advertisement

Eastern Connecticut State University is accepting applications for the position of Billing Administrator.

Qualifications: A Bachelor's degree and two years of experience in billing and collection services. Experience with higher education billing and collection preferred. Demonstrated organizational skills and ability to establish office systems and procedures. Demonstrated strong oral and written communication skills and the ability to work effectively with students, parents, staff, and the University community in a team environment. Demonstrated knowledge and ability to utilize enterprise resource planning (ERP) software along with Microsoft Office Suite computer programs, with proficiency in spreadsheet, database, publisher and word processing applications. Demonstrated ability to manage multiple tasks and to analyze problems as well as recommend effective solutions. Credentials and/or experience substantially comparable to the above may also be considered.

Position Description: Under the supervision of the Associate Director, the Billing Administrator coordinates the billing and collection activities of the Bursar's Office. The Billing Administrator: Handles the day-to-day billing activities of the University which include the following: Student billing through eBill vendor, third-party billing for sponsored student payments, Perkins Loan Collection day-to-day functions in coordination with contracted billing service. Provides oversight of University collections functions and application of late fees. Provides assistance in the delivery of Bursar's Office support services to the University community. Assists with the cultivation of Bursar Office relations and department programs by planning, organizing, coordinating the activities of the various programs and events pertaining to the department. Provides financial information to internal and external customers by phone, email, and web portals, publishing information sheets, booklets and/or web page(s). Coordinates activities with other campus departments for optimum utilization of resources. Assists the Bursar Office Administrators in planning and implementation of orientation programs. Develops systems to control intake, processing and maintenance of records, documents and similar materials. Creates and maintains databases for monitoring various billing activities and prepares a variety of routine as well as ad hoc reports as needed. Conducts routine business such as referring customers to appropriate contacts, responding to customer inquiries, providing explanations as needed and resolving minor problems that may arise. May represent the University at required meetings and/or functions. Performs other duties and responsibilities related to those above which do not alter the basic level of responsibility of the position.

To apply, please submit a cover letter, current resume and contact information for three professional references to Rebecca Davis at davisr@easternct.edu.

Eastern Connecticut State University 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 mental disorder, learning disability or physical disability, veteran status, sexual orientation, genetic information or criminal record. The following person has been designated to handle inquiries regarding the non-discrimination policies: LaMar Coleman, Vice President for Equity and Diversity, (860) 465-5112, colemanla@easternct.edu.

Administrative Positions

- Executive Assistant to the President

Eastern Connecticut State University is seeking a qualified candidate to fill the Executive Assistant to the President position. Eastern is Connecticut's Public Liberal Arts University and is located in Willimantic, Connecticut which is 1.5 hours from Boston and 2 hours from New York City. Eastern is one of four universities in the Connecticut State College and University System (CSCU). The position also offers substantial health and retirement benefits.

Position Summary:

The Executive Assistant to the President is a Management/Professional 3 position that reports directly to and works under the direction of the University President, providing him/her with managerial, administrative, professional, and confidential assistance as required to ensure the successful operation of the office and the University. Depending upon size, organizational structure and the stage of development of the University, the Executive Assistant in the Office of the President may perform any combination of the functions described below.

The Executive Assistant to the President:

1. May supervise a small staff of clerical employees or student workers or volunteers depending upon the needs of the University.
2. Independently performs complex and confidential duties.
3. Assists the University President in a variety of confidential and complex matters regarding budget and personnel.
4. Acts as liaison with the Board office, university staff, students, legislators, other agencies, and the public.
5. Acts as a professional and confidential assistant to the University President, including transmission of the University President's professional and confidential correspondence, maintenance of confidential files.
6. Screens and analyzes correspondence, initiating appropriate action such as preparing correspondence and

- reports, responding to inquiries, directing to appropriate administrators.
7. Performs personnel functions, as appropriate.
 8. Prepares and manages the Office of the University President's budget.
 9. Prepares reports and directs staff engaged in preparation of materials and reports for the University President.
 10. Provides technical assistance to the University President, including researching special information, corresponding, recordkeeping, compiling data, maintaining timetables, and scheduling due dates and activities.
 11. Acts as the University President's representative by providing services in sensitive and complex situations and in maintaining communications and supplying information.
 12. Coordinates meetings, conferences, special events, and programs.
 13. Serves on the University President's cabinet; and as a member of the professional staff of the University, participates in meetings and serves on committees as appropriate.
 14. Manages general operation of the University President's office, including supervision of personnel.
 15. Performs special assignments, studies, and administrative functions as directed by the University President and performs other tasks as related to areas of competency.
 16. The incumbent may be expected to work during evenings and on weekends on occasion, based on the needs of the University President's responsibilities.

Qualifications:

Academic training in business or office administration equivalent to an Associate's degree, Bachelor's degree preferred, or an equivalent combination of education and experience in administrative or executive secretarial fields.

Incumbents are required to have demonstrated advanced skills and abilities in:

- Operation of personal computers using standard word processing and related office software;
- Principles of secretarial practice with emphasis in quality production of correspondence and reports;
- Office administration including materials and records organization, scheduling and operating efficiency;
- Principles and methods of effective and cordial public contact and service;
- Proven history of strict confidentiality;
- Methods and techniques of operating in an office environment requiring organizational dignity.

TO APPLY:

Applications should upload a cover letter, current resume and contact information of three professional references to [Executive Assistant to the President - Eastern CT State University - Career Page \(applytojob.com\)](#). Cover letter should be addressed to Chair, Search Committee for the Executive Assistant to the President. Screening of applications will begin immediately and continue until an appointment is made. Highest priority will be given to applications received by August 9, 2024.



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Assistant/Associate/Full Professor of Accounting

Willimantic, Connecticut

Active

Views

1

Applicants

0

Actions -

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[Applicants \(https://careercenter.aaahq.org/manage-jobs/792#applicants\)](https://careercenter.aaahq.org/manage-jobs/792#applicants)

[Statistics \(https://careercenter.aaahq.org/manage-jobs/792#statistics\)](https://careercenter.aaahq.org/manage-jobs/792#statistics)

Job Title Assistant/Associate/Full Professor of Accounting

Job Status Active

Date Posted	September 15, 2022
Location	Willimantic, Connecticut
Job Category	Faculty Position
Position Type	
Education	Doctorate Degree
Experience	Entry Level
Salary	
Description	

Eastern Connecticut State University, the state's public liberal arts university serving over 4,000 students, offers a wide range of undergraduate majors in the arts and sciences and professional studies, as well as selected graduate programs. Located in historic Windham County in the heart of eastern Connecticut, the University is midway between New York City and Boston and only a short drive from Hartford, the state capital.

We invite applications from candidates who have a strong commitment to teaching excellence, creative activity and scholarship, student advisement, university, and community service. ECSU is especially interested in faculty with demonstrated innovation and excellence in teaching in a liberal arts curriculum, and sensitivity to diverse populations and perspectives.

Department: **Accounting**

Position: **Assistant/Associate/Full Professor of Accounting, Tenure Track, Fall 2023**

Position Description: The successful applicant must demonstrate a commitment to teaching, scholarly and professional activities, and a willingness to be active in service to the department, university, and community. Applicants with teaching and research in all areas of accountancy will be considered. The position entails teaching in both the undergraduate and graduate programs in Accounting. In addition to the primary teaching responsibilities, the successful candidate will be expected to maintain an active program of research in their area of academic specialization and contribute to the governance of the institution at the departmental, school, and university level through service on committees, professional activity, and curriculum development.

Qualifications: Applicants should hold a Ph.D. or D.B.A in Accounting from an AACSB accredited institution. ABD candidates are welcome to apply. Candidates wishing to be considered for the Associate or Full Professor rank should have commensurate teaching and research experience.




Interested applicants must submit a cover letter, their current curriculum vitae, and the names and contact information of three references by emailing accounting.search@easternct.edu. Questions about the position may be directed to Dr. Meng Guo, chair of the search committee (guom@easternct.edu).

Review of candidates will begin soon and continue until the position is filled.

Eastern Connecticut State University 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 mental disorder, learning disability or physical disability, veteran status, sexual orientation, genetic information or criminal record. The following person has been designated to handle inquiries regarding the non-discrimination policies: LaMar Coleman, Vice President for Equity and Diversity, 860-465-0072, colemanla@easternct.edu.

Associate Director of Health Services: Nurse Practitioner

 NP - FNP  Willimantic, CT  Permanent

E

Eastern Connecticut State University

Eastern Connecticut State University is seeking a qualified candidate to fill the Associate Director of Fiscal Affairs – Acquisitions position. Eastern is located in Willimantic Connecticut 1.5 hours from Boston and 2 hours from New York City. Eastern is one of the universities in the Connecticut State College and University System (CSCU) and as state university employees enjoy substantial health and retirement benefits.

Pro Interested

Job Details

Description

Associate Director of Health Services: Nurse Practitioner

The Division of Student Affairs at Eastern Connecticut State University is seeking a dynamic Advanced Practice Registered Nurse (APRN) to join our college community. The candidate will deliver high quality healthcare to our students. This is a full-time 10-month position.

Responsibilities and duties:

Provide direct patient care for Eastern students including wellness care, care of acute illnesses, treatment of injuries and chronic health conditions. Independently evaluate and manage patient care through assessment, diagnosis, diagnostic testing, appropriate treatment, and follow up within the scope of state licensure. Collaborate with and refer to other healthcare professionals for the care of the patient when indicated. Document findings and maintain confidentiality and privacy of patients' protected health information according to FERPA and HIPAA guidelines. Provide safe, effective, and fiscally responsible care for the patient, department, and the organization.

Requirements

REQUIRED QUALIFICATIONS:

Current license as a registered nurse, RN, in the State of Connecticut
Completion of a Nurse Practitioner program with a concentration in Adult and/or Family Practice
Current national certification as a Nurse Practitioner by an approved board
Licensure as an APRN (Nurse Practitioner) in the State of Connecticut
Current advanced CPR certification for the healthcare professional
Ability to practice independently

DESIRABLE CRITERIA:

Experience with college age population and/or experience in a college setting.
Background in a preventative health care and wellness promotion.
Understanding of and experience with health issues likely to affect a diverse population of university students, including women's health.
Clinical experience in urgent care, primary care, college health, family practice or acute care.
Experience with administrative aspects of a health care practice.

Application Process:

Submit a resume and cover letter with the contact information for 3-5 professional references to Ms. Heidi Paradis at paradishe@easternct.edu

Location Willimantic, Connecticut 06226

Profession Nurse Practitioner

Specialty Family Medicine

Employment Type Permanent

Employer Eastern Connecticut State University



EASTERN CONNECTICUT STATE UNIVERSITY
83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-465-5000

January 4, 2024

Mr. Jody Barr
Executive Director of AFSCME Council 4
444 East Main Street
New Britain, CT 06051

Dear Mr. Barr:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022-2023 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

We thank you and your members for your continued support in helping us to reach our goals of equity and inclusion with our workforce.

Sincerely,

LaMar Coleman, Ed.D.
Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY

83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-465-5000

January 4, 2024

Dr. Louise Williams, CSU-AAUP President
CCSU/History Dept.
Ebenezer D. Bassett Hall, 2160100
1615 Stanley Street
New Britain, CT 06050

Dear Dr. Louise Williams,

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022-2023 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

LaMar Coleman, Ed.D.
Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY
83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 460-465-5000

January 4, 2024

Dr. Kari Swanson, SCSU-AAUP President
SCSU/Women's and Gender Studies
Engleman Hall B-229
501 Crescent Street
New Haven, CT 06515

Dear Dr. Swanson:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022-2023 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

LaMar Coleman, Ed.D.
Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY

83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-461-5000

January 4, 2024

Dr. Tom Burkholder, CCSU-AAUP President
Chemistry Department, Nicolaus Copernicus Hall, Room 44002
1615 Stanley Street
New Britain, CT 06050

Dear Dr. Burkholder:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022-2023 Affirmative Action Plan at any time at:

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Sincerely,

LaMar Coleman, Ed.D.
Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY
87 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-465-9500

January 4, 2024

Dr. Rotua Lumbatobing, WCSU-AAUP President
Economics Department
181 White Street
Danbury, CT 06810

Dear Dr. Lumbatobing:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022-2023 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

LaMar Coleman, Ed.D.
Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY
83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • (860) 465-5100

January 4, 2024

Dr. Lindsey Lanagan-Leitzel
ECSU/Webb Hall, Room 142
83 Windham Street
Willimantic, CT 06226

Dear Dr. Lanagan-Leitzel,

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022-2023 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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LaMar Coleman, Ed.D.
Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



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January 4, 2024

Ms. Jan Hochadel, President
Administrative & Residual Employees Union
805 Brook Street
Rocky Hill, CT 06067

Dear Ms. Hochadel:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022-2023 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

We thank you and your members for your continued support in helping us to reach our goals of equity and inclusion with our workforce.

Sincerely,

LaMar Coleman, Ed.D.
Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



A University of the CSU Systems ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY
83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-455-5031

January 4, 2024

Mr. Dave Glidden, Executive Director
Connecticut State Employees Association
760 Capital Avenue
Hartford, CT 06106

Dear Mr. Glidden:

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

As an agency of the State, Eastern Connecticut State University is herby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022-2023 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

LaMar Coleman, Ed.D.
Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



SYSTEM A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY
83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-465-5000

January 4, 2024

Ms. Lisa Bigelow, President SUOAF-AFSCME
Institutional Advancement
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050

Dear Ms. Bigelow:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022-2023 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

LaMar Coleman, Ed.D.
Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY
83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-469-5000

January 4, 2024

Leigh Balducci, President
SUOAF-AFSCME
Eastern Connecticut State University
83 Windham Street
Willimantic, CT 06226

Dear Ms. Balducci:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022/2023 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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LaMar Coleman, Ed.D.
Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



SYSTEM A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY
83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • (860) 465-5000

January 4, 2024

Mr. Kevin Saunders
Connecticut Police and Fire Union
50 Columbus Boulevard, 3rd Floor
Hartford, CT 06106

Dear Mr. Saunders

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022-2023 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

We thank you and your members for your continued support in helping us to reach our goals of equity and inclusion with our workforce.

Sincerely,

LaMar Coleman, Ed.D.
Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



SYSTEM A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY

83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-453-5000

January 4, 2024

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

Dear Mr. Chisem:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022-2023 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

We thank you and your members for your continued support in helping us to reach our goals of equity and inclusion with our workforce.

Sincerely,

LaMar Coleman, Ed.D.
Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



CSU A University of the CSU System ■ An equal opportunity institution

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 4th QTR Fiscal Year Period: 23

ENTER THIS QTR-

Agency Name:	Eastern Connecticut State University	Agency Number:	7805
Prepared by:	Heather O'Hall	E-mail:	o'hallh@eastctst.edu
Tel. #:	860-465-5296	Address:	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 136,240,162.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 2,232,954.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 558,238.50
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 139,659.63

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 7,449,801.79	1,463	\$ 26,658,196.00	4,380
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTAL \$ OF SBE AND MBE EXPENDITURES	\$ 949,417.84	70	\$ 2,672,825.36	214

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE</i>				
A) American Indian (AI)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (DI)				
E) Hispanic (H)	\$ -	0	\$ 99,999.00	1
F) Iberian Peninsula (I)				
G) Disabled American Indian (DAI)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DHI)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 86,164.10	21	\$ 482,324.00	63
M) Woman American Indian (WAI)				
N) Woman Asian (WA)				
O) Woman Black (WB)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (WH)				
R) Woman Iberian Peninsula (WI)	\$ 25,582.66	7	\$ 85,797.28	17
S) Disabled American Indian Woman (DAIW)				
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)	\$ 121,746.76	28	\$ 578,121.28	80
MBE TOTAL (Lines A - W)	\$ 121,746.76	28	\$ 578,120.28	81

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter: 1st QTR Fiscal Year Period: 24: _____

ENTER THIS QTR-

Agency Name:	Eastern Connecticut State University	Agency Number:	7806
Prepared by:	Heather O'Neil	E-mail:	oneilh@easternct.edu
Tel. #:	860-465-5296	Address:	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 125,099,581.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 2,739,380.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 684,845.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 171,211.25

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 5,913,032.84	812	\$ 5,913,032.84	812
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 1,150,928.27	41	\$ 1,150,928.27	41
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (AI)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (DI)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DAI)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DHI)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 80,125.48	17		
M) Woman American Indian (WAI)				
N) Woman Asian (WA)				
O) Woman Black (WB)				
P) Woman Disabled (WD)				
Q) Woman Hispanic (WH)				
R) Woman Iberian Peninsula (WI)	\$ 20,006.73	4		
S) Disabled American Indian Woman (DAIW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHIW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines B, G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 100,132.21	21	\$ -	0
MBE TOTAL (Lines A - W)	\$ 100,132.21	21	\$ -	0

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **2nd QTR** Fiscal Year Period: 24

ENTER THIS QTR-

Agency Name:	Eastern Connecticut State University	Agency Number:	7805
Prepared by:	Heather O'Neil	E-mail Address:	oneilh@easternct.edu
Tel. # -	860-465-5298		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 125,699,581.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 2,739,380.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 684,845.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 171,211.25

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 8,155,663.51	1,224	\$ 14,068,686.35	2,036
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 1,352,286.25	59	\$ 2,503,214.51	100
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>Please categorize.</i>				
A) American Indian (AI)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (DI)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DNI)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 72,136.88	20	\$ 152,282.36	37
M) Woman American Indian (NWI)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 22,147.89	7	\$ 42,154.62	11
S) Disabled American Indian Woman (DNWI)				
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)	\$ 94,384.77	27	\$ 194,436.98	48
MBE TOTAL (Lines A - W)	\$ 94,384.77	27	\$ 194,436.98	48

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter: **3rd QTR** Fiscal Year Period: **24**

ENTER THIS QTR-

Agency Name:	Eastern Connecticut State University	Agency Number:	7805
Prepared by:	Heather O'Neil	E-mail Address:	oneilh@eastemct.edu
Tel. # -	860-465-5296		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 125,699,681.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 10,857,522.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 2,739,380.50
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 684,845.13

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 16,435,121.40	270	\$ 53,848,323.03	1,729
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 2,963,115.95	26	\$ 21,670,702.07	160

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (AI)				
B) Asian (A)				
C) Black (B)	\$ 11,870.00	1	\$ 83,700.00	2
D) Disabled Individual (DI)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DAI)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DHI)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 1,617,974.82	21	\$ 2,150,748.50	53
M) Woman American Indian (DAI)				
N) Woman Asian (DA)				
O) Woman Black (DB)				
P) Woman Disabled (DI)				
Q) Woman Hispanic (H)				
R) Woman Iberian Peninsula (I)	\$ 12,009.35	2	\$ 133,209.59	11
S) Disabled American Indian Woman (DAI)				
T) Disabled Asian American Woman (DA)				
U) Disabled Black American Woman (DB)				
V) Disabled Hispanic American Woman (DHI)				
W) Disabled Iberian Peninsula American Woman (DI)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 1,629,984.17	23	\$ 2,283,958.09	64
MBE TOTAL (Lines A - W)	\$ 1,641,954.17	24	\$ 2,367,658.09	66

4. ASSIGNMENT OF RESPONSIBILITY AND MONITORING

SECTION 46a-68-81

**EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-81
ASSIGNMENT OF RESPONSIBILITY AND MONITORING**

Subsection (a):

The ultimate responsibility for the development, implementation, and monitoring of the Affirmative Action Plan rests with Dr. Elsa M. Núñez, President of Eastern Connecticut State University, who accounts for the plan's success or failure.

Subsection (b):

The University President assigns the Vice President for Equity and Diversity duties and responsibilities necessary for the development and implementation of the affirmative action plan. To acquaint employees with their specific responsibilities under the plan, the President and her representative, the Vice President for Equity and Diversity, schedule regular meetings that emphasize (1) human relations and intergroup relations, (2) non-discriminatory employment practices, (3) the legal authority for affirmative action and the President's commitment to affirmative action, (4) review of the affirmative action plan and, (5) identification of obstacles in meeting the goals of the plan.

The Vice President met with all the search committees and advised them on how to conduct Affirmative Action Searches. The President also met with various search committees to emphasize her commitment to affirmative action in Eastern's hiring practice and to discuss strategies to meet the University's affirmation action goals. During 2023-24, the President continued to support the Faculty JEDI (Justice, Equity, Diversity, & Inclusion) Group to explore the concept of cluster hiring, and continued Eastern Connecticut State University's involvement as a founding institution in NEBHE's (New England Board of Higher Education) North Star Faculty Collective to support faculty from underrepresented backgrounds. Eastern also remains involved with the Racial Equity & Justice Institute (REJI) as well as the Executive Leadership Institute (ELI). Both institutes assist Eastern with reaching its equity goals.

The President also discussed the Affirmative Acton Plan with her senior staff in Fall 2023 to develop strategies to meet the goals set in the Affirmative Action Plan.

The Vice President for Equity & Diversity also distributed goal achievement updates during meeting with the President, VPs, Deans, and Directors. (Copies of goal achievement updates were included in the good faith efforts section as well as the goal analysis section). A campus

wide letter was sent electronically to employee to inform them about the approval and availability of the 2023 Affirmative Action Plan. (Attached in the Internal Communication section).

Subsection (c):

The Vice President for Equity and Diversity heads the Office of Equity and Diversity. He reports directly to the President on all matters concerning affirmative action, discrimination, and equal employment opportunity. He has access to all records and personnel necessary to perform his duties. The Vice President develops, maintains and monitors the affirmative action plan and advises the President and her staff on all matters of affirmative action law. He also advises department heads, administrators, and search committees on affirmative action goals and hiring strategies. The Vice President, in collaboration with the Office of Human Resources, initiates and maintains contacts with recruiting sources that can refer members of protected classes. He also investigates discrimination complaints and mitigates any discriminatory conduct.

Subsection (d):

Each agency of 100 or more employees shall consider the feasibility of establishing an employee advisory committee. No committee is designated as an employee advisory and diversity committee at Eastern Connecticut State University. However, there are several committees that address specific concerns of employees at the University and address issues of diversity. The Diversity and Social Justice Council concerns itself with comprehensive diversity planning for the university. The Strategic Committee for People with Disabilities on Campus addresses all issues related to disability on campus. The Minority Mentoring and Recruitment Committee (MRMC) for administrative faculty and the Minority Recruitment and Retention Committee (MRRC) for instructional faculty are charged to also promote diversity and support minority hiring and retention, and professional development as specified in their collective bargaining agreements. There are also student programs and committees on diversity coordinated through Student Affairs and the Unity Center. The Office of Equity and Diversity also maintains an “open door” policy for any concerns, feedback, suggestions, or ideas.

Subsection (e):

No committee functions specifically as an Employee Advisory and Diversity Committee and there is no record of members. Management officials have been assigned responsibility for hiring, promoting, and retaining a diverse workforce. It is determined unnecessary to have such a committee in the development and implementation of the affirmative action plan because there are several other committees that address related issues.

Diversity and Social Justice Council

<u>Name</u>	<u>Race/Sex</u>	<u>Title</u>	<u>% of Time</u>
Peter Bachiochi	WM	Professor of Psychology	1%
LaMar Coleman (Ex/Officio)	BM	VP for Equity & Diversity	10%
Brian Day	WM	Asst. Prof. of Performing Arts	1%
Reginald Flood (Chair)	BM	Professor of English	5%
Trudy Hyatt	WF	Info. Tech. Specialist	1%
Christina Irizarry	HF	Asst. Director of Opportunity Programs	1%
Nahyun Oh	AAF	Asst. Prof. of Business Administration	1%
William Salka (Ex/Officio)	WM	Provost	1%
Michael Smith	WM	Student Development Specialist	1%

SUOAF - Minority Recruitment and Mentoring Committee (MRMC)

<u>Name</u>	<u>Race/Sex</u>	<u>Title</u>	<u>% of Time</u>
Cliff Marrett (Chair)	BM	Director Of Career Success	2%
Damali Abbensetts	BF	Assoc. Dir. Acad. Success Ctr.	1%
Dwayne Cameron	BM	Director of Student Conduct	1%
Jenfrey Florentino	HM	Asst. Dir. Of Student Activities	1%
Jalah Oates	BF	Residence Hall Director	1%
Joshua Sumrell	BM	Coord. Intercultural Ctr.	1%

AAUP - Minority Recruitment and Retention Committee (MRRC)

<u>Name</u>	<u>Race/Sex</u>	<u>Title</u>	<u>% of Time</u>
Sukeshini Grandhi (Chair)	AAF	Prof. of Business Admin	1%
Anthony Aidoo	BM	Prof. of Math	1%
Olugbenga Ayeni	BM	Prof. of Communication	1%
Luis Cordon	HM	Prof. of Psychology	1%
Victoria DeVeau	WF	Staff Counselor	1%

AA: AAIANHNPI

Committee for People with Disabilities

<u>Name</u>	<u>Race/Sex</u>	<u>Title</u>	<u>% of Time</u>
LaMar Coleman (Chair)	BM	VP for Equity & Diversity	2%
Michelle Delaney	WF	VP for Student Affairs	1%
Brooks Scavone	WF	Dir of AccessAbility Services	2%
Chris Ambrosio	WM	Dir. of Opportunity Programs	1%

Subsection (f):

The University evaluates and monitors the affirmative action performance of all employees assigned affirmative action responsibilities and such performance is considered in promotion and merit increase decisions. All managerial and supervisory personnel of Eastern have responsibility for affirmative action; these efforts are considered in decisions related to promotions and salary increases.

Subsection (g):

It is University policy that no employee be coerced, intimidated or retaliated against by the University for performing any affirmative action duties. Any person so aggrieved may file a complaint with the Commission on Human Rights and Opportunities.

Subsection (h):

The University maintains a record of each person performing any duty related to the development or implementation of the Affirmative Action Plan. The Vice President for Equity and Diversity has the primary responsibility. All managerial employees have affirmative action hiring and promotion responsibilities.

The staff who are responsible for the development of the Affirmative Action Plan are:

<u>Name</u>	<u>Title</u>	<u>Percent of Time Devoted</u>
LaMar Coleman	VP for Equity & Diversity	100%
Jianguo Zhu	University HR Administrator	25%

The VP for Equity and Diversity oversees the functions of the Equity and Diversity office, including complaint investigation, diversity training, guiding the affirmative action search processes, monitoring diversity in searches, and approving completed searches. The University HR Administrator is responsible for monitoring diversity in the workforce and preparing the statistical portions of the university's Affirmative Action Plan. The University HR Administrator also performs duties in the Office of Human Resources and in the Office of Institutional Research.

Subsection (i):

The university continues to audit, monitor and evaluate programs essential for a successful affirmative action plan. Steps taken to satisfy the requirements of this section in this reporting period include:

1. The affirmative action plan is posted on the Equity and Diversity website. Goal achievements are updated in the Vice President's meetings with managers and search committees.
2. Achieving diversity is a part of the university's strategic plan. Diversity data are shared with the departments and supervisors are evaluated on affirmative action efforts and results.
3. The Vice President updates the President and senior management about affirmative action on a regular basis. The senior managers complete an annual survey regarding the affirmative action plan. (Survey results are reported in the Internal Communication section).

The Vice President's report to the President is attached below:



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

May 30, 2024

Elsa M. Núñez, President
Eastern Connecticut State University
83 Windham Street
Willimantic, CT. 06226

Dear Dr. Núñez,

Pursuant to applicable provisions of Connecticut General Statutes 46a-68, enclosed you will find the proposed 2024 Affirmative Action Plan for Eastern Connecticut State University.

In your role as President of Eastern Connecticut State University, we acknowledge that the implementation and enforcement of the Affirmative Action Plan is ultimately your responsibility (as agency head). However, you have used your appointing authority to appoint me as the University employee responsible for assisting you with the development, implementation, and monitoring of the plan. As such, in addition to the plan itself, I have included a summary report of our activities and progress within the plan for the reporting period of April 1, 2023 through March 31, 2024.

If the enclosed plan meets your approval, please proceed with signing the concluding statement within Section 46a-68-94.

As always, if you have any questions, comments, or concerns, please do not hesitate to contact me.

Sincerely,

LaMar Coleman, Ed.D.
Vice President for Equity & Diversity

/enclosures

**EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
ANNUAL REPORT TO THE PRESIDENT**
Submitted by: LaMar Coleman, Ed.D., Vice President for Equity & Diversity

Reporting Period: April 1, 2023 – March 31, 2024

Overall Status of the Affirmative Action/Equal Employment Opportunity Program

Eastern Connecticut State University 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 April 1, 2023 through March 31, 2024 and details our efforts, goals, responsibilities and establishes our new hiring, promotional and programmatic goals for 2024-2025.

Copies of the Affirmative Action Plan are available in the Office of Equity & Diversity. Additionally, the plan is posted on the Eastern Connecticut State University website to allow for easy access. As a public document, the Plan is available for review by employees, and the general public throughout the entire reporting period that runs from April 1, 2023 through March 31, 2024. The respective unions were encouraged to review the last AA Plan and direct any comments, in writing, to me (the Vice President for Equity & Diversity). During the past reporting period, no comments were received.

This past reporting year saw similar patterns in employee hiring when compared to last year (despite a slight decrease in the number of hired positions). Eastern continued to have a significant number of retirements and resignations. Those who resigned took positions at other State agencies or in other industries where compensation may have been more lucrative than the higher education environment. The candidate pools for many searches were remained relatively low and lacked the diversity we would otherwise desire and insist upon. Additionally, the hiring goals that were set for this year appeared narrower in scope where most occupational categories were seeking candidates in the AAIANHNPI demographic and the two or more demographic. In both instances, we find that candidates who may otherwise identify with these demographics often select “White” and only mention their other identities at a later time.

As it pertains to **hiring and promotional goals**, during the past reporting period, there were fifty (50) hires that met seventeen (17) goals, or 34% goal achievement. By comparison, there were sixty-two (62) hires during the last reporting period and seventeen (17) goals were met or 27.4% goal achievement. This year there were eighteen (18) promotions that met eleven (11) goals or 61%. By comparison, last year there were fourteen (14) promotions that met seven (7) goals or 50%. Thus, we increased this year with our percentage of new hires goal achievement compared to last year, and we also increased our percentage of promotional goal achievement this year compared to last.

From an affirmative action **program goal** perspective, we were successful in achieving all three (3) stated goals for 2023-2024.

- (a) With the assistance of our Purchasing/Acquisition Office, we successfully procured and contracted the JazzHR software and have undergone various training sessions related to maximizing the use of its functions. The software provides a centralized method for applicants applying for unclassified positions to submit their applications, cover letters, resumes, and references and also makes it easier for them to respond to affirmative action demographic data questionnaires. The use of the software has significantly reduced the number of non-responses to demographic data collection which would subsequently have to be listed in our Affirmative Action Plan as “unknown”. The software also assist search committees with the safe storage of application materials, but allows them to access such materials directly through the software. Additionally, the software has several automated reply features that have reduced the manpower needed to reply manually to all applicants at various stages of the search process.
- (b) This past reporting year, we began exploring the implementation of Employee Resource Groups (ERCs). These groups will provide employees with safe spaces to learn, network, and socialize with other employees who share various identity characteristics as themselves. Employees have expressed interest in implementing BIPOC, International, and LGBTQ+ Employee Resource Groups. The groups were established during this reporting year and will be fully functional in the upcoming year. Additionally, the AAUP Union continues to facilitate its Minority Recruitment & Retention Committee for minority faculty members and the SUOAF Union continues to run its Minority Recruitment & Mentoring Committee (MRMC) for minority staff members. These also serve as ERCs for those respective populations. Lastly, Eastern remains being a founding member institution of the NEBHE North Star Faculty Fellowship Initiative which helps minority faculty members through the tenure and promotion process. We are also a member institution of the Executive Leadership Institute which helps minority staff members with their professional development and networking as they seek to advance to higher level positions.
- (c) The Diversity and Social Justice Council has made tremendous progress on addressing campus climate issues identified in the most recent DEI Campus Climate Report. The biggest initiative undertaken by the council was the development and implementation of the campuswide Bias-Incident Reporting Form which is an online form for any member of the campus community to report any incident of bias, discrimination, bigotry, or hate. Incidents can be reported anonymously, but those who choose to identify themselves as complainants in the reports will be followed up with by the staff in the Office of Equity & Diversity. This new initiative opens communication and provides a centralized reporting mechanism for the campus community to share campus climate concerns with the administration.

Some of our ongoing practices within the search/affirmative action process include:

1. The Vice President for Equity & Diversity met with administrators and staff to discuss affirmative action goals, diversity issues, sexual harassment training and other non-discrimination efforts of the University.
2. The Office of Equity & Diversity consulted with search chairs and/or department chairs throughout the search process to discuss effective search procedures and necessary data collection for the submission of the search plan and search report.
3. The Vice President for Equity & Diversity is involved in all aspects of the search process by:
(a) approving all advertisements for all position searches to ensure no discriminatory language is used and that the University is recognized as an equal opportunity employer; (b) approval of membership on search committees; (c) provided charge meetings to all search committees at the onset of a search; (d) approval of all assessment rubrics used to review applicants; (e) approval of all interviews; (f) ensure that all applicants for unclassified positions are provided with the online affirmative action data collection link for the search to which they are applying (information is kept separate from other applicant materials used in evaluating candidates); and advised the President when search should be extended or failed when the applicant pool is insufficient or if the search committee has not demonstrated good faith efforts.
4. The University has purchased the JazzHR software to streamline and centralize the employee recruitment and search process. The software assist with advertising available positions on via a wider variety of publications, the collection of applications/resumes, the collection of affirmative action demographic data, communication with candidates, warehousing application materials, and scoring/rating submitted applications.
5. The Vice President for Equity & Diversity attended various trainings and workshops to remain abreast of best practices pertaining to EEO work.
6. The Vice President for Equity & Diversity met regularly with the AAUP-Minority Recruitment & Retention Committee (MRRC) as well as the SUOAF-Minority Recruitment & Mentoring Committee (MRMC) to address affirmative action issues with regard to hiring and retaining minority faculty and staff.

We will continue to enhance these efforts in the upcoming year so that we can continue to enhance our rates of success.

During this reporting period, the Office of Equity & Diversity underwent several staffing transitions. We were pleased to gain an additional position after the Assistant Dean of Equity & Diversity was transferred to the Division of Student Affairs during the last reporting year. We were pleased to develop and assign a Director of Diversity & Inclusion Affairs who joined our office in February 2024. The new position will play a major role in training, education, and awareness programming for the University. He will also assist with investigating bias-related incident reports

that are submitted. Additionally, we have upgraded our Title IX Coordinator to the position of Direction of Institutional Equity/Title Coordinator. In this role she not only oversees our entire Title IX process, but she also assists with all compliance-related matters and investigations. We were also pleased to have a new University Assistant to join our staff in December. The UA helps with special projects and a lot of the publications and communications that come from our office. We are hopeful that this UA will be with us for a longer period of time than previous UAs as retaining UAs has proven to be challenging due to the part-time nature of the position which does not allow them to receive the fringe benefits that fulltime employees receive. I am optimistic that the current team of five (VP, Director of Institutional Equity, Director of Diversity & Inclusion Affairs, Administrative Assistant, and University Assistant) are committed to reaching the equity goals and objectives set for the University.

Some of the accomplishments of the Office of Equity & Diversity are:

1. Nearly 60% (30 of 50) of all new employees completed the online Sexual Harassment Prevention Training that was sponsored in-person on October 26, 2023 and March 28, 2024 and online by the Commission on Human Rights & Opportunities (CHRO). Follow-up will be done with the remaining employees to encourage them to complete their required training.
2. 50% (25 of 50) of all new employees completed an in-person Diversity Training that was held on November 15, 2023 and on March 20, 2024. Follow-up will be done with the remaining employees to encourage them to complete their required training.
3. The VP for Equity & Diversity continues to meet, individually, with all new employees within their first 30 days of employment. The purpose of the meetings was to welcome the employee to Eastern, provide them with information and resources regarding discrimination policies and reporting procedures, obtain feedback regarding their transition, and to provide them with a welcome note and gift from the President. 38 new employees participated in the welcome meetings.
4. Eastern remains affiliated with several professional organizations to include National Association of Diversity Officers in Higher Education (NADOHE), the American Association for Access, Equity, and Diversity (AAAED), Connecticut Association of Diversity & Equity Professionals (CADEP), and Association of Title IX Administrators (ATIXA).
5. As new employees are hired, the Office of Equity & Diversity continuously updates our online Directory of Minority Faculty and Staff that is posted on Eastern's website. The purpose of the directory is to showcase the diversity of our faculty and staff to colleagues, potential employees, current and prospective students, and visitors.

6. Eastern continues to be a member of the Racial Equity & Justice Institute (REJI) housed at Bridgewater State University. The institute helps colleges and universities to plan/develop goals to minimize racial inequities on their campuses and then provides support and professional development as they strive to reach their equity goals. A working group of 15 faculty and staff participated in the work of the institute throughout the year.
7. Eastern remains being a member of the Executive Leadership Institute (ELI) and sponsored two administrative-faculty employees to participate in this year's cohort. The institute is geared toward underrepresented employees who aspire to advance to higher administrative positions within higher education. The cohorts are provided professional development, mentorship, and career development support over a year as they prepare to advance in their career.
8. Eastern continued its participation as a founding institution for the North Star Collective Faculty Fellowship sponsored by the New England Board of Higher Education (NEBHE). The initiative helps to support and guide faculty of color in their initial years of employment to prepare them for the publication, promotion, and tenure process.
9. In collaboration with a faculty interest group, developed and implemented JEDI (Justice, Equity, Diversity, and Inclusion) Mini-Grants to fund initiatives and projects proposed by faculty and staff that support or promote JEDI awareness or concepts on campus. Faculty and staff could be granted up to \$500 per project. During the 2023-24 academic year, approximately \$3,250 was provided for various JEDI projects throughout the campus.
10. During this reporting year, Eastern initiated the Equity & Justice Awards where awards were given to campus community members who excelled in demonstrating racial justice rights, women's rights, and human rights.

Respectfully submitted,

LaMar Coleman, Ed.D.
Vice President for Equity & Diversity

Date



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

Search Charge Meeting Agenda

1. Welcome and Introductions
2. Role of search committee members
3. Explanation of search checklist
4. Review job description, position announcement, and closing date
5. Instructions for developing search rubric/application tracker
6. Instructions for development of interview questions
7. Instructions for approval process of rubric and interview questions
8. Instructions for accessing Share Point files or DAS JobsApp website
9. Instructions for evaluating applications (individually and as a team)
10. Explanation of implicit bias in the search process
11. Instructions for recommending applicants to be interviewed
12. Instructions for scheduling and conducting interviews
13. Discussion of final evaluation of the applicants and documentation process
14. Instructions for search report and final recommendations to hiring manager
15. Instructions for Search Chair to collect all documents and related search materials to include with search report to the Office of Equity and Diversity.
16. Questions and Answers



EASTERN CONNECTICUT STATE UNIVERSITY

Office of Equity & Diversity

Search Committee Guidelines

Search Committees play a key role in recruiting, evaluating, and recommending the most qualified candidates for employment with Eastern Connecticut State University. Our search committee members are the first people that the candidates meet. Each search committee member is representing Eastern as a diverse and welcoming place to work while carrying out their responsibilities of evaluating applicants and recommending candidates.

LaMar Coleman, Vice President for the Office of Diversity and Equity, is available for consultation throughout the entire search process to answer and discuss specific situations, offer recommendations, and provide additional training. Please contact him with any questions you may have through the process.

Search Committee Composition

The hiring manager is responsible for appointing the search committee chair and the search committee members. The structure of the search committee will vary by department, but we want to strive for a broad, inclusive, and fair search process for all applicants. The search committee members will include individuals from different backgrounds, perspectives, and expertise who should be somewhat knowledgeable of the department conducting the search. They should also be able to effectively evaluate candidates' qualifications in an unbiased, fair, and equitable manner. Search committees represent a diverse cross-section of Eastern's population which includes possessing a commitment to diversity.

Search Committee Ethical Considerations

A search committee member cannot serve on a search committee when he/she is also an applicant for the position. Additionally, in the event that a search committee member is well acquainted with or has a conflict of interest regarding an applicant, the member must, (1) notify the search chair and the committee of the nature of the relationship; (2) recuse him/herself from the entire committee if unable to perform an objective and equitable review of all candidates. Depending on the circumstance and in some instances, the search committee member may be granted permission to only recuse him/herself from the evaluation and interview of only the known applicant; with the agreement of the chair and committee and permission from the Vice President for Equity & Diversity.

Search Committee Members Responsibilities

The search committee is responsible for (1) the evaluation of all applicants consistently and fairly; (2) participating in the interview process, and (3) recommending the finalists to the hiring manager. Search committee members should be available to participate fully and consistently in the entire process and perform duties assigned by the search chair.

Confidentiality

All search committee members need to maintain a strict level of confidentiality throughout the search process to protect the privacy of the candidates and to preserve the integrity of the entire process. It is each committee member's responsibility not to discuss any details of the search with non-committee members.

Written and electronic documentation pertaining to any given search may be subject to public record request (Freedom of Information Act - FOIA) by candidates or other individuals. Requests may encompass committee members' notes and emails. It is important to be mindful of the potential of FOIA requests during the search process.

Recruitment

Search committees are responsible for fulfilling Eastern Connecticut State University's requirement to demonstrate "good-faith efforts" to diversity the applicant pool by proactively and aggressively recruiting for all open positions. All search committee members should be actively engaged in executing the recruitment plan, including utilizing professional contacts, engaging in formal and informal networking, utilizing non-traditional advertising such as listservs and online publications, discussing the position among members of relevant professional organizations, and attending conferences.

Evaluation of Applicants

Committee members may only use the published minimum and preferred qualifications for the positions in evaluating applications material. The reason for this is because the position announcement/advertisement is considered a contract made with the public and the requirements cannot be changed to something different than what was included in the advertisement. The search committee members will discuss this information and come to an agreement using the position announcement criteria. These criteria will be used to evaluate and screen each applicant consistently, fairly and objectively.

Each search committee should develop a search rubric that includes all the minimum and preferred qualifications. The search rubric is a useful tool for all members of the search committee to objectively assess each applicant's qualifications. Rubrics can be as simple or complex as a search committee members deem necessary to effectively evaluate each applicant who applied for the position.

There is no rule about how many candidates a search committee must interview. Ideally, the candidates that meet or exceed all of the positions minimum qualifications should be interviewed. However, for larger pools, the preferred requirements are used to further evaluate the applicant pool that met or exceeded all of the minimum qualifications. In some instances, assessing candidates' experience with items in the job description can also be used to narrow down the candidate pool to determine who should be invited to an interview. The scoring rubric will be helpful in this endeavor.

The evaluation of all applicants should be objective and equitable, based on the qualification in the job description/advertisement and the quality of the application materials. Research conducted in this area has demonstrated that every person brings a lifetime of experience and cultural history that shapes their perspectives as related to candidate selection.

Interview Questions

It is best practice to have the search committee develop interview questions before the evaluation of the applicants has been completed. The questions should be developed by the team and focus on all areas of the position requirements. The core set of interview questions for all applicants will elicit sufficient information to make an evaluation of the candidate's qualifications and allow an equitable comparison of the candidates. To ensure equity, the interview experience should be consistent, providing the same opportunities to each candidate.

Search committee members should be aware of questions that are unlawful and should not be asked during the interview. Everyone participating in the interview process should be aware of inappropriate topics and questions. Also, please bear in mind that the same questions that are inappropriate or unlawful during a formal interview are also inappropriate and unlawful in a social or less formal session like lunch meeting or meeting someone at the airport to drive them to the interview.

The search chair will coordinate with the search committee members to develop the interview questions and will forward to Dr. LaMar Coleman at the Office of Equity and Diversity for approval.

Interviews

Before inviting candidates for an interview, all of the appropriate documentation regarding the initial candidate rankings must be submitted to the Vice President for Equity and Diversity for approval. This is a critical part of the review of the applicants and the documentation will be used to justify the hiring or promotional activity in Eastern's Affirmative Action Plan (which must follow the Commission on Human Rights and Opportunities (CHRO) Affirmative Action Regulations). Once the documentation has been approved the search committee can begin to schedule the interviews.

The interviews must be done consistently for all candidates. For example, if the first round of interviews are conducted by telephone or virtual, conduct all of the interviews via telephone or virtual regardless of the geography of any given candidates even if one of your candidates is local. The next round would then be in person interviews or the interviews can begin this way (if only one round of interviews is being conducted).

All search committee members should participate in all interviews to ensure fair and consistent evaluation of interviewed candidates. If search committee members cannot make some of the scheduled interviews, it is important to let the search chair know as soon as possible so arrangements can be made to ensure consistency of the process.

The search committee should feel comfortable with any finalist they are recommending to hiring manager because they will be able to select any of the recommended finalist. Also, the selected candidate could decline the opportunity and another candidate could be offered the position.

Recommendation of Final Candidates

Once the interviews are completed, the search committee should meet to identify the candidate(s) to be recommended to the hiring manager. These recommendations will be included in the final search report. The recommendations must include an explanation of the candidates' strengths and weaknesses as related to the qualifications of the position.

Documentation Required

All applicants who apply to Eastern positions must be evaluated fairly, consistently and according to the position's qualification requirements. Documentation must be provided for all applicants selected for an interview or not selected. The justification must be specific, concrete, objective and detailed. No subjective documentation that includes any feelings, opinions, emotions, or broad general statements will be approved. Do not include any second-hand knowledge because the search committee is only evaluating the applicants based on the application paperwork that they submitted. No discriminatory language or language referencing any underrepresented groups or a protected class member, would be approved either. The search chair will gather all of the documentation from the evaluation of all applicants from each search committee member and return the material, documentation and all other related search information to the Vice President for Equity and Diversity.

Understanding and Managing Inherent/Implicit Bias

The evaluation of the 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 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 that we may be unaware of. Feelings about gender and stereotypes we've all developed throughout our lives can unintentionally creep into a search process. How we were brought up; where we were brought up; how we've been socialized; our experiences; our exposure to other social identities and social groups; who our friends are; and media influences all affect how we think and feel about certain types of people or feelings towards men and women.

It is important to note that most bias stereotypes, do not come from a place of bad intent. It is derived from deep seated, unconscious stereotypes that have 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; 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 experiences
- Even people's dress and hairstyle can be impacted by bias.

These beliefs and attitudes can affect one's perception, behavior and judgment about 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 selections.

We want to attract diverse applicants for all 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 influences on the evaluation of candidates.
- Developing criteria based on position qualification 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 on 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 the interview appointment time 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 candidate's 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 or 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 notes to evaluate applicants or their interview 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!



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

UNCLASSIFIED SEARCH PROCEDURES CHECKLIST
Used for Faculty (AAUP), Administrative Faculty (SUOAF), and Management Searches

PHASE 1: INITIATING THE SEARCH PROCESS	
CHECK	TASK
	Dean/Director (hiring manager) and divisional vice president determine a need to fill a position.
	(*) Dean/Director completes Position Action Request Form (with necessary approvals/signatures) and submits to the Office of Human Resources. POSITION ACTION FORM CAN BE FOUND AT: Position Action Form
	In consultation with divisional vice president, the Dean/Director (hiring manager) identifies a search committee chair and assembles a search committee of diverse (gender, racial, expertise, etc.) composition.
	(**) Dean/Director and search committee chair develop job posting announcement (based on position description). PD/announcement should include a statement that application materials received by a specified date will receive highest consideration. SAMPLE ADVERTISEMENT CAN BE FOUND AT: Sample Job Posting Advertisement
	(**) Dean/Director and search committee chair must determine where position will be advertised with at least one diverse recruitment site used (locations of advertisement must be indicated on search plan). DIVERSITY RECRUITMENT RESOURCES CAN BE FOUND AT: Diversity Recruitment Resources
	(*) Dean/Director and search committee chair completes search plan form and attaches necessary documentation (search committee list, PD/announcement, advertising locations, search timeline, copy of PAR Form, etc.). SEARCH PLAN CAN BE FOUND AT: Search Plan Form Template
	Search plan goes through signature approval process and gets submitted to the Office of Equity & Diversity.
	Dean/Director and search committee chair are notified of the search plan approval (or denial) and will receive a copy from the Office of Equity & Diversity.
	Office of Equity & Diversity will submit approved search plan to Human Resources for job posting (many positions are initially posted internally for 10 days via unions) and Office of E&D will create Sharepoint and provide Affirmative Action data collection link.
	Search committee members will be sent login information and the access link to JazzHR (which is the software where submitted applications will be stored). JazzHR automatically collects Affirmative Action Demographic Information and send each applicant and acknowledgement email.

PHASE 2: PRELIMINARY WORK OF SEARCH COMMITTEE	
CHECK	TASK
	VP for Equity & Diversity should be invited to the first meeting of the search committee to provide instructions, anti-bias training, and answer questions.
	Search committee should be provided with position description and announcement as well as the access link to JazzHR: JazzHR Access Link
	(* Search committee should collaborate on the development of a rubric to have an equitable method to evaluate application materials (to include an agreed upon rating scale). SAMPLE RUBRIC CAN BE FOUND AT: Sample Rubric Template
	Search Chair should submit the evaluation rubric to the Office of Equity & Diversity for review and approval.
	Upon approval of the rubric, search committee members can begin, individually, evaluating application materials that have been posted to JazzHR.
	Search committee will reconvene to share individual candidate scores and determine the average score (or sum-total score) for each candidate. Scores will be used to determine the top-scoring candidates for interview invites.
	If committee decides to have more than one round of interviews, first round of interviews (which are typically virtual) can be scheduled and conducted without prior E&D approval.
	The search committee determines the number of rounds of interviews for the search and should collaborate on the development of scripted interview questions for both first and second round of interviews (if two rounds are being held).
	Once the search committee feels a sufficient candidate pool has been compiled, the search chair should request that HR remove the job posting from the various websites and that Equity & Diversity close the search posting in JazzHR..
PHASE 3: FINAL ROUND INTERVIEW OF CANDIDATES	
CHECK	TASK
	(**) The list of scripted interview questions should be submitted to the Office of Equity & Diversity for approval. SAMPLE QUESTIONS CAN BE FOUND AT: Sample Interview Questions
	List of candidates being invited for a final interview along with a brief statement of rationale for each candidate should be submitted to the Office of Equity & Diversity.
	Upon gaining approval of candidates and interview questions, search chair (or designee) contacts candidates and schedules their in-person interview accordingly.
	For interviews (regardless of virtually or in-person), search chair determines schedule of meetings candidates will follow (each candidate schedule must be consistent/identical – i.e. opportunity to meet with the same people).
	After all interviews are concluded, search committee members should individually put candidates in rank order based on interview performance.
	Interview rank scores should be averaged (between all committee members) and committee members should agree upon who will be recommended as hireable.

PHASE 4: FINAL STEPS	
CHECK	TASKS
	(**) In consultation with hiring manager, search committee should collaborate and/or agree on questions that will be asked of references. SAMPLE REFERENCE QUESTIONS CAN BE FOUND AT: Sample Reference Questions
	Search chair and hiring manager should determine who will conduct reference checks and conduct them for the candidates recommended as hireable (notes should be taken for each reference).
	The search chair should request candidate demographic information from administrative assistant in the Office of Equity & Diversity so that the search report can be completed in its entirety.
	(*) Search chair compiles search report and submits to hiring manager for signature and processing. Search report must include candidate demographic breakdown and disposition list (with rationale) of candidates not recommended as hireable. SEARCH REPORT CAN BE FOUND AT: Search Report Template Form
	(*) Once search report is fully approved, respective VP must submit a "Request to Hire/Salary Analysis" form (along with selected candidate resume or application) to Human Resources. REQUEST TO HIRE FORM CAN BE FOUND AT: Request to Hire/Salary Analysis Form
	Once "Request to Hire" is approved, VP will authorize hiring manager or Dean to proceed with making tentative offer (which is contingent on successful background check) to candidate and collaboratively determine a potential start date.
	(*) Once tentative offer is accepted, background checks, proposed start date, and other personnel logistics should be coordinated with the Office of Human Resources. BACKGROUND CONSENT FORM CAN BE FOUND AT: Background Check Authorization Form
	(**) The search committee chair (or designee) should send an email or mailed correspondence to candidates who were not selected informing them of their non-selection. SAMPLE CORRESPONDENCES CAN BE FOUND: Sample Correspondences to Candidates
	The Office of Human Resources will advise the Office of Equity & Diversity related to the hired candidate, their pending start date, and annual salary.

OTHER NOTES

- Items marked with a (*) have a form template that can be used for information submission and approvals.
- Items marked with (**) have a resource guide or sample that can be referred to.
- The hyperlinks in the document are active for easy access to the documents that will be needed.



CLASSIFIED SEARCH PROCEDURES CHECKLIST

Used for Maintenance (NP-2), Clerical (NP-3), and Protective Services (NP-5) Searches

PHASE 1: INITIATING THE SEARCH PROCESS	
CHECK	TASK
	Dean/Director and divisional vice president determine a need to fill a position.
	(*) Dean/Director completes Position Action Request Form and submits to the Office of Human Resources. POSITION ACTION FORM CAN BE FOUND AT: Position Action Form
	In consultation with divisional vice president, Dean/Director identifies a search committee chair.
	In consultation with divisional vice president Dean/Director assembles a search committee of diverse (gender, racial, expertise, etc.) composition.
	Dean/Director works with Human Resources to determine the type of DAS job posting (i.e. BOR-agency only, CT/State employee only, or external) as well as any preferred knowledge, skills, and abilities to be noted in advertisement.
	(*) Dean/Director and search committee chair completes search plan form and includes/attaches necessary documentation (search committee list, PD/announcement, advertising locations, search timeline, copy of EHR-2, etc.). SEARCH PLAN CAN BE FOUND AT: Search Plan Form Template
	Search plan goes through signature approval process and gets submitted to the Office of Equity & Diversity.
	Dean/Director and search committee chair are notified of the search plan approval (or denial) and will receive a copy from the Office of Equity & Diversity.
	Office of Equity & Diversity will submit approved search plan to HR Administrator for job posting to the Eastern and DAS websites.
PHASE 2: PRELIMINARY WORK OF SEARCH COMMITTEE	
CHECK	TASK
	VP for Equity & Diversity should be invited to the first meeting of the search committee to provide instructions, anti-bias training, and answer questions.
	Search committee should be provided with position description and announcement as well as link to search applications – from DAS Jobs Jobs
	Search committee should collaborate on the development of a rubric to have an equitable method to evaluate application materials (to include an agreed upon rating scale). SAMPLE RUBRIC CAN BE FOUND AT: Sample Rubric Template
	Search Chair should submit the evaluation rubric to the Office of Equity & Diversity for review and approval.
	Upon approval of the rubric, search committee members can begin, individually, evaluating application materials.

	Search committee will reconvene to share individual candidate scores and determine the average score for each candidate. Scores will be used to determine interview invites.
	If committee decides to have more than one round of interviews, first round of interviews (which are typically virtual) can be scheduled and conducted without prior E&D approval.
	The search committee determines the number of rounds of interviews for the search and should collaborate on the development of scripted interview questions for both first and second round of interviews (if two rounds are being held).
PHASE 3: FINAL ROUND INTERVIEW OF CANDIDATES	
CHECK	TASK
	The list of scripted interview questions should be submitted to the Office of Equity & Diversity for approval. SAMPLE QUESTIONS CAN BE FOUND AT: Sample Interview Questions
	List of candidates being invited for a final interview along with a brief statement of rationale for each candidate should be submitted to the Office of Equity & Diversity.
	Upon gaining approval of candidates and interview questions, search chair (or designee) contacts candidates and schedules their in-person interview accordingly.
	For interviews (regardless of virtually or in-person), search chair determines schedule of meetings candidates will follow (each candidate schedule must be consistent/identical – i.e. opportunity to meet with the same people).
	After all interviews are concluded, search committee members should individually put candidates in rank order based on interview performance.
	Interview rank scores should be averaged (between all committee members) and committee members should agree upon who will be recommended as hireable.
PHASE 4: FINAL STEPS	
CHECK	TASKS
	In consultation with hiring manager, search committee should collaborate and/or agree on questions that will be asked of references. SAMPLE REFERENCE QUESTIONS CAN BE FOUND AT: Sample Reference Questions
	Search chair and hiring manager should determine who will conduct reference checks and conduct them for the candidates recommended as hireable (notes should be taken for each reference).
	(* Search chair compiles search report and submits to hiring manager for signature and processing. Search report must include candidate demographic breakdown and disposition list (with rationale) of candidates not recommended as hireable. SEARCH REPORT CAN BE FOUND AT: Search Report Template Form
	(* Once search report is fully approved, respective VP must submit a "Request to Hire/Salary Analysis" form (along with selected candidate resume or application) to Human Resources. REQUEST TO HIRE FORM CAN BE FOUND AT: Request to Hire/Salary Analysis Form
	Once "Request to Hire" is approved, VP will authorize hiring manager or Dean to proceed with making tentative offer (which is contingent on successful background check) to candidate and collaboratively determine a potential start date.
	(* Once tentative offer is accepted, background checks, proposed start date, and other personnel logistics should be coordinated with the Office of Human Resources. BACKGROUND CHECK CONSENT FORM CAN BE FOUND AT: Background Check Authorization Form

	The Office of Human Resources will send out rejection letters through DAS JobAns once a candidate has accepted the offer.
	The Office of Human Resources will advise the Office of Equity & Diversity related to the hired candidate and their pending start date.

OTHER NOTES

- Items marked with a (*) have a form template that can be used for information submission and approvals.
- Items marked with (**) have a resource guide or sample that can be referred to.



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

AFFIRMATIVE ACTION SEARCH PLAN

Instructions: To assist with the planning and implementation of an approved search, please (1) complete the following information; (2) attach the position description/advertisement; (3) attach a copy of the approved EHR-2; and (4) obtain the required signatures before submitting to the Office of Equity & Diversity (Gelsi-Young 254) for final approval.

SECTION 1: POSITION/SEARCH CLASSIFICATION

Position Title: _____

Hiring Department: _____

UNCLASSIFIED POSITION

- Management/Confidential
- Faculty/Counselors/Coaches/Librarians (AAUP)
- Administrative Faculty (SUOAF)
- OTHER: _____

CLASSIFIED POSITION

- Maintenance (NP-2)
- Administrative Clerical (NP-3)
- Protective Services (NP-5)
- Administrative & Residual (P-5)

SECTION 2: SEARCH TYPE:

New Position Vacancy/Refill Previous Incumbent: _____

SECTION 3: SEARCH COMMITTEE COMPOSITION:

CLERICAL/SEARCH ASSISTANT (if applicable):

NAME	DEPARTMENT	PHONE #	EMAIL

SEARCH CHAIRPERSON:

NAME	DEPARTMENT	GENDER	RACE/ETHNICITY
			Race/Ethnicity

SEARCH COMMITTEE MEMBERS:

No.	NAME	DEPARTMENT	GENDER	RACE/ETHNICITY
1.				Race/Ethnicity
2.				Race/Ethnicity
3.				Race/Ethnicity
4.				Race/Ethnicity
5.				Race/Ethnicity
6.				Race/Ethnicity
7.				Race/Ethnicity
8.				Race/Ethnicity

W=White BA=Black H=Hispanic AP= Asian AA=American Indian NH=Pacific Islander TW=Two or More U=Unknown



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

AFFIRMATIVE ACTION SEARCH REPORT

SECTION 1: POSITION/SEARCH CLASSIFICATION:

Position Title: _____

Hiring Department: _____

UNCLASSIFIED POSITION

- Management/Confidential
- Faculty/Counselors/Coaches/Librarians (AAUP)
- Administrative Faculty (SUOAF)
- OTHER: _____

CLASSIFIED POSITION

- Maintenance (NP-2)
- Administrative Clerical (NP-3)
- Protective Services (NP-5)
- Administrative & Residual (P-5)

Position Rank: _____ Anticipated Offer/Hire Date: _____

SECTION 2: RECOMMENDED CANDIDATES

Please list the three recommended candidates below along with rationale and attach their resumes and/or applications to the search report.

CANDIDATE NAME	RACE CODE	GENDER	NOTABLE CANDIDATE STRENGTHS JUSTIFYING RECOMMENDATION
	Unknown		
	Unknown		
	Unknown		

W=White BA=Black H=Hispanic AP=Asian AA=American Indian NH=Pacific Islander TW=Two or More Races U=Unknown

SECTION 3: TOTAL APPLICANT POOL DEMOGRAPHICS

Please obtain the candidate demographics of the pool from the Office of Equity & Diversity to complete this section.

RACE/GENDER	MALE	FEMALE	OTHER/UNKNOWN	TOTAL
W: White				
BA: Black				
H: Hispanic				
AP: Asian				
AA: American Indian				
NH: Pacific Islander				
TW: Two or More Races				
U: Unknown				
Total Applicants				

SECTION 4: RECRUITMENT/ADVERTISEMENT SOURCES
(other than Eastern, BOR or DAS webpage)

Please list the name(s) of the recruitment/advertising sources used.

TYPE	NAME(S)
Recruitment Website Advertisement	
Professional Organization/Association	
Diversity Recruitment Resource(s)	
Other	

SECTION 5: NON-RECOMMENDED CANDIDATE DISPOSITIONS

All applicants (along with their demographics) not recommended for hire must be listed below along with the disposition code and rationale.

DISPOSITION CODES:

1. Application incomplete (must indicate what was missing in rationale)
2. Minimum hiring qualifications were not met (must state which qualification(s) in rationale)
3. Does not meet one or more preferred qualifications (must state which qualification(s) in rationale)
4. Candidate withdrew application (provide reason [if known] in rationale)
5. Meets minimum and preferred qualifications, but not interviewed (must provide rationale)
6. Interviewed, but not recommended for hire (must provide rationale)

CANDIDATE NAME	RACE CODE	GENDER	DISP. CODE	RATIONALE
	Unknown			
	Unknown			
	Unknown			
	Unknown			



EASTERN CONNECTICUT STATE UNIVERSITY
A Liberal Education. Practically Applied.

President’s Council Meeting
November 2, 2023
9:00 – 10:30 AM
Connecticut Room

AGENDA

- 1. System Office: Update E. Núñez
- 2. Admissions Open Houses & Applications: Update R. Martin
- 3. Affirmative Action/Equity & Diversity Update L. Coleman
- 4. Budget: Update J. Howarth
- 5. New Business

Spring Semester 2024 Meeting Schedule:

- January 23rd
- February 6th
- February 20th
- March 7th
- March 25th
- April 9th
- April 23rd
- May 13th

All meetings will be from 9-10:30 a.m. in the Connecticut Room unless noted.



OFFICE OF EQUITY & DIVERSITY

Affirmative Action Plan Information and Updates

*A Commitment to Equal Opportunity at
Eastern CT State University*

President's Council Meeting
November 2, 2023

Presented by:

LaMar Coleman



1



What is Affirmative Action?

Affirmative Action are the positive steps a government agency, corporation, organization, institution, or employer takes to recruit, screen, select, hire, retain, promote, advance, or otherwise include QUALIFIED minority populations within educational and employment settings. Affirmative Action includes training programs, outreach efforts, standardization of procedures, and development of initiatives aimed at promoting equity in various hiring and educational processes.



2

History of Affirmative Action

- ▶ **President John F. Kennedy signed Executive Order 10925 on March 6, 1961 indicating that government contractors must ensure applicants are employed and treated fairly without regard to race, creed, color, or national origin.**



3

History of Affirmative Action Cont.

- ▶ **President Lyndon B. Johnson signed the Civil Rights Act of 1964 on July 2, 1964 which outlaws discrimination based on race, color, religion, sex, and national origin. This discrimination prohibition extends to employment (EEOC was created under the act).**
- ▶ **President Lyndon B. Johnson issued Executive Order 11246 in September 24, 1965 requiring government employers to EXPAND opportunities for minorities and make "good faith efforts" (because minorities were still not being hired at the same rate as non-minorities).**
- ▶ **President Lyndon B. Johnson issued Executive Order 11375 on October 13, 1967 which included women (sex) to the list of protected classes.**



4

History of Affirmative Action Cont.

- ▶ **President Richard Nixon issued Executive Order 11625 in 1971 directing federal agencies to develop comprehensive plans and specific program goals to correct underutilization of minorities.**



5

Affirmative Action Myths

- ▶ **Affirmative Action MANDATES that employers hire certain populations based on quotas.**
- ▶ **Affirmative Action allows for unqualified individuals to be hired over those who are qualified.**
- ▶ **Affirmative Action only targets and helps African Americans.**
- ▶ **It is better to have a “color-blind” society opposed to having Affirmative Action.**



6



Elements of the Affirmative Action Plan

- ▶ Policy Statement
- ▶ Internal Communications
- ▶ External Communications & Recruitment Strategies
- ▶ Assignment of Responsibility & Monitoring
- ▶ Organizational Analysis
- ▶ Workforce Analysis
- ▶ Availability Analysis
- ▶ Utilization Analysis (Hiring & Promotional Goals)
- ▶ Employment Analysis
- ▶ Identification of Problem Areas
- ▶ Program Goals
- ▶ Discrimination Complaint Process
- ▶ Goals Analysis
- ▶ Career Mobility
- ▶ Good Faith Efforts
- ▶ Innovative Programs
- ▶ Concluding Statement & Signature

7



Eastern's Statistics 2023-24

CATEGORY	NUMBER	MALE	FEMALE	WHITE	MINORITY
Executive (MGMT)	26	42.3%	57.7%	57.6%	42.4%
Faculty (AAUP)	184	53.3%	46.7%	70.1%	29.9%
Prof./Non-Faculty (SUOAF)	163	39.9%	60.1%	74.8%	25.2%
Clerical (NP-3)	33	0%	100%	78.8%	21.2%
Tech/Para-Prof. (P-5)	5	40%	60%	80%	20%
Skilled Craft (NP-2)	26	92.3%	7.7%	84.7%	15.3%
Protective Serv. (NP-5)	18	61.1%	38.9%	72.3%	27.7%
Maintenance (NP-2)	90	54.5%	45.5%	43.3%	56.7%

8

Availability Analysis Sources



- ▶ **Connecticut Occupational Statistics 2020**
 - ▶ Used for all categories
- ▶ **Digest of Educational Statistics 2022**
 - ▶ Used for faculty availability and some SUOAF
- ▶ **Connecticut Labor Force Data for AA Plans, 4th Quarter 2022**
 - ▶ Hartford, Tolland, Windham County data

9

Identified Problem Areas

- ▶ The “silver tsunami” resulted in excessive retirements and a need to fill essential vacant positions quickly without regard to the diversity within the candidate pools.
- ▶ Collective bargaining agreements requiring that priority be given to employees with seniority or who have been previously laid-off which may impact hiring goals.
- ▶ Salary rates for classified employees in the clerical, skilled craft, protective services categories are below market-rates which impacts applicant pools and hiring.
- ▶ Eastern’s somewhat remote location in the State make it somewhat of a less desirable work location for prospective employees.



10

Hiring Goals for 2023-24

CATEGORY	HIRING & PROMOTIONAL GOALS
Executive (MGMT)	1 HF, 1 WF, 1 BF, 1 AA-M
Faculty (AAUP)	21 WM, 1 WM, 11 WF, 1 WF, 1 BM, 1 BM, 1 BF, 1 HF, 1 AA-M, 3 AA-F
Prof./Non-faculty (SUOAF)	4 WF, 1 BF, 1 HM, 1 AA-M, 4 AA-F, 1 TM,
Clerical (NP-3)	4 WM, 1 BM, 1 HM
Tech/Para-Prof. (P-5)	1 WF
Skilled Craft (NP-2)	1 WF, 3 HF, 1 AA-M, 1 TF
Protective Serv. (NP-5)	7 WM
Maintenance (NP-2)	28 WM, 4 WF, 1 BM, 1 AA-F, 1 TM, 1 TF

11

Innovative Programs

- ▶ **AAUP Minority Recruitment & Retention Committee (MRRC)**
- ▶ **SUOAF Minority Recruitment & Mentoring Committee (MRMC)**
- ▶ **Diversity & Social Justice Council**
- ▶ **NEBHE North Star Faculty Fellowship**
- ▶ **Executive Leadership Institute**
- ▶ **Racial Equity & Justice Institute (REJI)**
- ▶ **Annual System-Wide Global Majority Retreat**



12

CHRO Findings

- ▶ Noted for only meeting 17 out of 45 (38%) hiring goals
- ▶ Noted for only meeting 7 out of 11 (64%) promotional goals
 - ▶ Noted for positive good faith efforts!
- ▶ Noted for meeting 3 out of 3 (100%) of program goals.
- ▶ **THERE WERE NO DEFICIENCIES NOTED!**
- ▶ **THE PLAN IS APPROVED!** 😊



Result

13

Affirmative Action Plan Timeline

- ▶ Eastern is on an annual filing status.
- ▶ Plan goes from April 1st through March 31st.
- ▶ Plan must be submitted to CHRO by July 30th
- ▶ CHRO Analysts review plan in August.
- ▶ Plan is presented to CHRO Commissioners in October for their approval (based on analysts findings)
- ▶ Eastern receives written notification of approval status by November 1st.



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Questions



5. ORGANIZATIONAL ANALYSIS

SECTION 46a-68-82

EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-82
ORGANIZATIONAL ANALYSIS

This section was in compliance in the previous filing of the Affirmative Action Plan and there were no proposals or recommendations.

(1) Job Title Classification Study

Eastern Connecticut State University is organized into eight (8) occupational categories: (1) Executive/Administrative; (2) Faculty; (3) Professional (non-faculty); (4) Secretarial/Clerical; (5) Tech/Paraprofessional; (6) Skilled Craft; (7) Protective Services; and (8) Maintenance. Within these occupation categories are both classified and unclassified positions. The position titles are listed by occupational category as well as in order of progression or rank.

(2) Occupational Category Study

Eastern Connecticut State University has conducted an occupational category study which lists job titles in the occupational categories they belong based on other positions having similar job content. Additionally, compensation schedules are also listed.

(3) Organizational Charts

Eastern Connecticut State University has developed organizational charts to illustrate lines of progression and reporting.

ORGANIZATIONAL ANALYSIS

Job Title Classification Study

A. Unclassified

EXECUTIVE

President

- Vice President for Equity and Diversity
 - Director of Institutional Equity/Title IX Coordinator
 - Director of Diversity and Inclusion Affairs

Provost and Vice President for Academic Affairs

- Associate Provost for Academic Affairs
- Dean of Arts and Sciences

- Associate Dean of Arts and Sciences (Administrator 7)
 - Tech Supervisor for Science Depts. (Administrator 3)
 - Tech Specialist for Science Depts. (Administrator 3)

Dean of Education & Professional Studies

- Director of Co-curricular Academic Programming (Administrator 7)
- Assistant Dean of Education and Professional Studies (Administrator 4)
- Administrator of Child Family Resource Center (Administrator 5)
 - Teacher (Administrator 2)
 - Teacher Associate (Administrator 1)
- Director of Center for Learning, Teaching and Assessment (Administrator 5)
- Coordinator of Educational Experience (Administrator 4)

Vice President for Finance and Administration

- University Controller (Administrator 7)
- Director of Financial Planning (Administrator 5)
- Bursar (Administrator 5)
 - Associate Bursar (Administrator 4)
 - Assistant Bursar (Administrator 3)
 - Student Collection Assistant (Administrator 2)
- Associate Director of Fiscal Affairs for Financial Systems (Administrator 5)
- Associate Director of Fiscal Affairs for Accounts Payable (Administrator 4)
- Financial Analyst (Administrator 3)
- Accountant Associate (Administrator 2)

Associate Vice President for Facilities Planning and Management

- Campus Architect (Administrator 5)
- Mechanical/Electrical Design Engineer (Administrator 4)
- Coordinator of University Constructions (Administrator 4)

Vice President for Student Affairs

Dean of Students

- Director of Student Conduct (Administrator 6)
- Director of the Women's Center (Administrator 5)
- Director of AccessAbility Services (Administrator 5)
- Coordinator of Substance Abuse Prevention (Administrator 4)

Vice President for Institutional Advancement

- Director of Institutional Advancement (Administrator 7)

- Associate Director of Institutional Advancement (Administrator 4)
 - University Events Coordinator (Administrator 3)
 - IA User Support Specialist (Administrator 3)
 - Assistant Director of Annual Fund (Administrator 3)
- Dir of Alumni Communication and Advancement (Administrator 7)
 - Director of Alumni Affairs (Administrator 5)
 - Associate Director of Alumni Affairs (Administrator 4)
- Director of University Relations (Administrator 7)
 - Public Relations Officer (Administrator 5)
 - Design and Publication Officer (Administrator 5)
 - Associate Design and Publication Officer (Administrator 4)
 - Social Media and Digital Marketing Coordinator (Administrator 4)
- Chief Information Officer
 - Director of Info Tech and Media Services (Administrator 7)
 - Specialist Assistant to CIO (Administrator 6)
 - Director of IT Support Services (Administrator 6)
 - Director of Admin Tech Services (Administrator 6)
 - Director of Cloud Computing (Administrator 6)
 - Data Network and Telecom Manager (Administrator 6)
 - System Manager (Administrator 5)
 - Senior Systems Administrator (Administrator 5)
 - Senior Systems Software and Integration Engineer (Administrator 5)
 - Technical Service Engineer (Administrator 4)
 - Customer Support Center Manager (Administrator 5)
 - Director of Instructional Design and Distance Learning (Administrator 5)
 - Learning Management System Admin (Administrator 4)
 - Customer Support Center Assistant (Administrator 2)
 - Computer Support Trainee (Administrator 1)
 - Media Technology Manager (Administrator 4)
 - Media Technology Specialist (Administrator 3)
 - Media Production Specialist (Administrator 3)
 - Media Technician (Administrator 2)
 - Multimedia Assistant (Administrator 2)
- Chief Human Resources Officer
 - Associate Director of Human Resources
 - Assistant Director of Human Resources

DIRECTORS (ASSOCIATES AND ASSISTANTS)

- Director of Athletics (Administrator 7)
 - Associate Director of Athletics (Administrator 4)
 - Assistant Director of Athletics (Administrator 4)
 - Equipment Manager & Vehicle Coordinator (Administrator 3)
- Director of Institutional Research
 - Assistant Director of Institutional Research (Administrator 3)
- Director of Public Safety
 - Dir. of Environmental Health and Safety Coordinator (Administrator 5)
 - Associate Director of Public Safety (Administrator 4)

Director of Admissions and Enrollment Management (Administrator 7)
 Director of Admissions – Marketing and Events (Administrator 5)
 Associate Director of Admissions and Enrollment Planning (Administrator 4)
 Assistant Dir. of Admissions (Administrator 3)
 Admission Counselor (Administrator 2)
 Director of Library Services (Administrator 7)
 Librarian
 Associate Librarian
 Assistant Librarian
 Director of Student Health Services (Administrator 7)
 Associate Director of Health Services (Administrator 4)
 Assistant Director of Health Services (Administrator 3)
 Director of Fiscal Affairs for Acquisition and Auxiliary Services (Administrator 6)
 Associate Director of Acquisitions (Administrator 4)
 Assistant Director of Auxiliary Services (Administrator 3)
 Assistant to the Director of Auxiliary Services (Administrator 2)
 Director of Counseling and Psychological Services (Administrator 6)
 Counselor
 Associate Counselor
 Assistant Counselor
 Director of Career Success (Administrator 6)
 Assistant Director of Career Success (Administrator 3)
 Director of Student Center/ Activities (Administrator 6)
 Director of New Student and Family Programs (Administrator 5)
 Assistant Director of Student Center/Activities (Administrator 3)
 Director of Financial Aid and Veterans Affairs (Administrator 6)
 Associate Director of Financial Aid (Administrator 4)
 Assistant Director of Financial Aid (Administrator 3)
 Assistant to the Director of Financial Aid (Administrator 2)
 Registrar (Administrator 6)
 Associate Registrar (Administrator 4)
 Assistant Registrar (Administrator 3)
 Assistant Degree Auditor (Administrator 3)
 Registrar Service Assistant (Administrator 2)
 Director of Housing (Administrator 6)
 Associate Director of Housing (Administrator 4)
 Residence Life Coordinator (Administrator 3)
 Residence Hall Director (Administrator 2)
 Director of Academic Services Center (Administrator 6)
 Associate Dir. Of Academic Services Center (Administrator 4)
 Assistant Dir. Of Academic Services Center (Administrator 3)
 Student Development Specialist (Administrator 3)
 Academic Advisor (Administrator 2)
 Director of Center of Community Engagement (Administrator 6)
 Associate Dir. Of Center for Community Engagement (Administrator 4)
 Executive Director of the Institute for Sustainability

FACULTY

Professor
Associate Professor
Assistant Professor
Instructor
Coach IV
Coach III
Coach II
Coach I

B. Classified

SECRETARIAL/CLERICAL

Administrative Assistant
Secretary 2
Secretary 1
Office Assistant

TECHNICAL AND PARAPROFESSIONAL

Library Technician
Library Technical Assistant

SKILLED CRAFTS

Supervising Stationary Engineer
Stationary Engineer
Maintenance Supervisor 2
Qualified Craft Worker

PROTECTIVE SERVICES

Police Lieutenant
Police Sergeant
Police Officer
Building & Grounds Patrol Officer

MAINTENANCE

Building Superintendent 3
 Building Superintendent 2
Landscape Technician
Skilled Maintainer
 Supervisory Custodian
 Lead Custodian
 Custodian
Mail Services Supervisor 1
 Mail Handler
Material Storage Supervisor
 Material Storage Specialist

Titles without Promotional Opportunity

A. Unclassified

President
Professor
Coach IV
Director of Public Safety
Executive Director of the Institute for Sustainability
Coordinator of gallery and Museum Services
CSU Administrative Assistant

B. Classified

Administrative Assistant
Cash Accounting Clerk
Financial Clerk
Payroll Clerk
Processing Technician
Unit Supervisor

Drafter 2
Library Technician

Plant Facilities Engineer 2
Supervising Stationary Engineer
Maintenance Supervisor 2
Building and Grounds Patrol Officer

Building Superintendent 3
Media Production Technician
Duplicating Technician 2
Skilled Maintainer
Mail Services Supervisor 1

Occupational Category Study

CATEGORY 1 - EXECUTIVE, ADMINISTRATIVE AND MANAGERIAL

<u>Title</u>	<u>Salary Range</u>
Management and Confidential Unclassified	
President	\$ 387,385
Vice President for Equity and Diversity	134,661 – 201,992
Dir of Institutional Equity/Title IX Coordinator	97,546 – 146,318
Dir of Diversity and Inclusion Affairs	97,546 – 146,318
CSU Administrative Assistant	60,5123 – 90,183
Provost and VP for Academic Affairs	218,403– 327,604
Associate Provost for Academic Affairs	157,974 – 236,961
Dean of Arts and Sciences	157,974 – 236,961
Dean of Education and Professional Studies	157,974 – 236,961
Director of Institutional Research	114,110 – 171,164
Vice President for Finance and Administration	185,888 – 278,831
Associate VP for Facilities Management and Planning	157,974 – 236,961
Director of Public Safety	114,110 – 171,164
Vice President for Student Affairs	185,888 – 278,831
Dean of Students	134,661 – 201,992
Vice President for Institutional Advancement	185,888 – 278,831
Chief Human Resources Officer	134,661 – 201,992
Associate Director of Human Resources	97,546 – 146,318
Assistant Director of Human Resources	83,128 – 124,692
Chief Information Officer	185,888 – 278,831
Executive Director of the Institute for Sustainability	157,974 – 236,961
Administrator 7	\$ 113,046 – 169,436
Associate Dean of Arts and Sciences	
Director of Admissions and Enrollment Management	
Director of Alumni Communication and Advancement	
Director of Athletics	
Director of Co-curricular Academic Programming	
Director of Info Tech and Media Services	
Director of Institutional Advancement	
Director of Library Services	
Director of Student Health Services	
Director of University Relations	
University Controller	

Title

Salary Range

Administrator 6

\$ 101,452– 154,599

Data Network and Telecom Manager
Director of Academic Services Center
Director of Administrative Tech Services
Director of Career Success
Director of Center for Community Engagement
Director of Cloud Computing
Director of Counseling and Psychological Services
Director of Financial Aid
Director of Fiscal Affairs for Acquisition and Auxiliary Services
Director of Housing
Director of Student Conduct
Director of Student Center Activities
Special Assistant to CIO
University Registrar

CATEGORY 2 - FACULTY

Professor	\$103,666– 138,222
Associate Professor	87,198 – 116,264
Assistant Professor	70,729 – 94,306
Instructor	62,495– 83,327
Coach IV	\$103,666– 138,222
Coach III	87,198 – 116,264
Coach II	70,729 – 94,306
Coach I	62,495– 83,327

CATEGORY 3 - PROFESSIONAL NON-FACULTY

Non-Teaching Faculty

Counselor	\$103,666– 138,222
Associate Counselor	87,198 – 116,264
Assistant Counselor	70,729 – 94,306
Librarian	\$103,666– 138,222
Associate Librarian	87,198 – 116,264
Assistant Librarian	70,729 – 94,306

Administrator 5

\$ 89,875 – 139,163

Assistant Dean – Student Affairs
Associate Director of Fiscal Affairs
Associate Director of Public Safety
Bursar
Campus Architect
Child and Family Development Administrator

Title

Salary Range

Design and Publication Officer
Director of AccessAbility Services
Director of Admissions - Marketing and Events
Director of Alumni Affairs
Director of Center for Learning, Teaching and Assessment
Director of Clinical Education
Director of Environmental Health and Safety
Director of Financial Planning
Director of Instructional Design and Distance Learning
Director of New Student and Family Programs
Director of Opportunity Programs
Director of the Women's Center
Public Relations Officer
Infrastructure Service Manager
Senior Systems Administrator
Senior Systems Software and Integration Engineer
Support Center Manager

Administrator 4

\$ 78,262 – 124,925

Assistant Dean of Education and Professional Studies
Associate Design and Publication Officer
Associate Director of Academic Services Center
Associate Director of Acquisitions
Associate Director of Admissions & Enrollment Planning
Associate Director of Athletics
Associate Director of Financial Aid
Associate Director of Fiscal Affairs for Accounts Payable
Associate Director of Health Services
Associate Director of Housing
Associate Director of Institutional Advancement
Associate Director of Nursing Admissions
Associate Director of Student Center/Activities
Associate Registrar
Asst Director of Athletics for Communication
Coordinator of Education Experience
Coordinator of Intercultural Center
Coordinator of Gallery and Museum Services
Coordinator of Substance Abuse Prevention
Coordinator of the Pride Center
Coordinator of University Construction
Learning Management System Administrator
Lighting Technical Specialist
Mechanical/Electrical Design Engineer
Media Technology Manager
Programmer Specialist

Title

Salary Range

Social Media & Digital Marketing Coordinator
Technical Director/Production Manager of Theatre
Technical Support Engineer
University Grants Officer
Website Manager

Administrator 3

\$ 66,669 – 110,089

Assistant Bursar
Assistant Director of AccessAbility Services
Assistant Director of Academic Services Center
Assistant Director of Admissions
Assistant Director of Annual Fund & Advancement Systems
Assistant Director of Auxiliary Services
Assistant Director of Career Success
Assistant Director of CFDRS
Assistant Director of Financial Aid
Assistant Director of Health Services
Assistant Director of Institutional Advancement
Assistant Director of Institutional Research
Assistant Director of Student Center/Activities
Assistant Director of University Opportunity Programs
Assistant Registrar
Clinical Coordinator
Desktop Support Technician
Digital Media Production Coordinator
Equipment Manager and Vehicle Coordinator
Financial Analyst
IA User Support Specialist
Instructional Media Coordinator
Media Production Specialist
Media Technology Specialist
Multimedia Assistant
Programmer Analyst
Residence Life Coordinator
Student Development Specialist
Technical Support Analyst
Technical Specialist for Science Departments
Technical Supervisor of Science Departments Labs
University Events Coordinator
Visual and Performing Arts Coordinator

Administrator 2

\$ 55,074 – 95,252

Academic Advisor
Accounting Associate

Title

Salary Range

Acquisition Specialist
Admissions Counselor
Assistant Degree Auditor
Assistant in Business Services
Assistant to Director of Auxiliary Services
Assistant to Director of Financial Aid
Billing Administrator
Career Counselor
Media Technician
Program Assistant
Registrar Services Assistant
Resident Hall Director
Student Collection Assistant
Teacher

Administrator 1

\$ 43,479 – 80,416

Computer Support Trainee
Teacher Associate

CATEGORY 4 - CLERICAL/SECRETARIAL

Administrative Assistant	\$ 66,303 – 80,517
Secretary 2	59,537 – 70,484
Secretary I	50941 – 54,441
Cash Accounting Clerk	44,843
Payroll Clerk	55,786 – 61,422
Processing Technician	55,786 – 66,807
Unit Supervisor	77,020

CATEGORY 5 - TECHNICAL PARAPROFESSIONAL

Drafter 2	\$ 77,430
Library Technician	85,703 – 98,746

CATEGORY 6 - SKILLED CRAFTS

Plant Facilities Engineer 2	\$ 131,811
Supervising Stationary Engineer	94,254
Stationary Engineer	57,216 – 66,562

Title**Salary Range**

Maintenance Supervisor 2	80,671 – 98,343
General Trades Worker	59,243 – 79,861
Qualified Craft Workers	61,886– 78,219
Carpenter	
Locksmith	
HVAC	
Electrician	
Painter	
Plumber	
Mechanic	

CATEGORY 7 - PROTECTIVE SERVICES

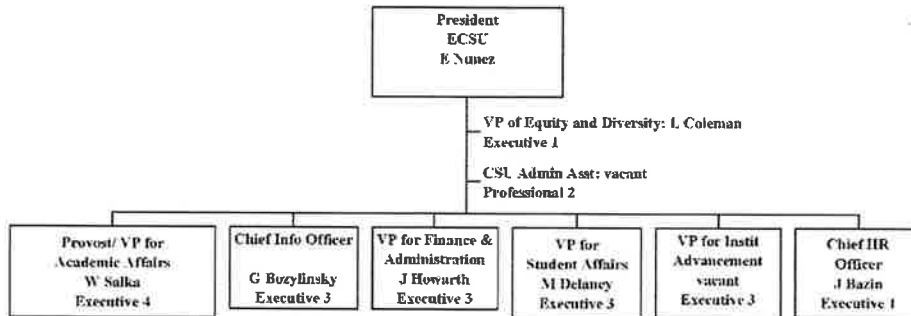
Police Lieutenant	\$ 98,010
Police Sergeant	77,661 – 94,607
Police Officer	65,872 – 85,358
Buildings and Grounds Patrol Officer	49,849 – 62,916

CATEGORY 8 - SERVICE/MAINTENANCE

Building Superintendent 3	\$ 82,200
Building Superintendent 2	69,930 – 73,978
Building Superintendent 1	59,972
Duplicating Technician 2	55,026
Landscape Technician	49,887 – 68,555
Skilled Maintainer	51,600 – 55,026
Lead Custodian	48,699 – 51,266
Custodian	40,207 - 50,243
Mail Handler	47,398 – 53,830
Material Storage Supervisor 2	65,719
Material Storage Specialist	51,600

University Organizational Chart

Eastern Connecticut State University
2023-24



6. WORK FORCE ANALYSIS

SECTION 46a-68-83

EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-83
WORKFORCE ANALYSIS

This section was in compliance in the previous filing of the Affirmative Action Plan and there were no proposals or recommendations.

Subsection (a):

Eastern Connecticut State University 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 and other employees. The workforce analysis inventories 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):

Eastern Connecticut State University 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).

Subsection (c):

Eastern Connecticut State University has also provided the number of employees with disabilities in the full-time workforce by occupational category.

Occupational Category	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
I. Executive	31	14	17	11	13	2	2	1	1		1		
Percent	100.0%	45.2%	54.8%	35.5%	41.9%	6.5%	6.5%	3.2%	3.2%		3.2%		
II. Faculty	168	93	75	67	54	9	5	7	2	10	13		1
Percent	100.0%	55.4%	44.6%	39.9%	32.1%	5.4%	3.0%	4.2%	1.2%	6.0%	7.7%		
III. Prof. Non Faculty	151	62	89	49	63	7	9	4	11	2	2		4
Percent	100.0%	41.1%	58.9%	32.5%	41.7%	4.6%	6.0%	2.6%	7.3%	1.3%	1.3%		
IV. Secretarial / Clerical	33		33		25		2		3		2		1
Percent	100.0%		100.0%		75.8%		6.1%		9.1%		6.1%		
V. Tech / Paraprofessional	4	2	2	2	1				1				
Percent	100.0%	50.0%	50.0%	50.0%	25.0%				25.0%				
VI. Skilled Crafts	37	36	1	31	1	1		4					
Percent	100.0%	97.3%	2.7%	83.8%	2.7%	2.7%		10.8%					
VII. Protective Services	21	14	7	10	6			2	1	1		1	
Percent	100.0%	66.7%	33.3%	47.6%	28.6%			9.5%	4.8%	4.8%			
VIII. Maintenance	71	32	39	11	15	1		20	24				
Percent	100.0%	45.1%	54.9%	15.5%	21.1%	1.4%		28.2%	33.8%				
Total	516	253	263	181	178	20	18	38	43	13	18	1	6
Percent	100.0%	49.0%	51.0%	35.1%	34.5%	3.9%	3.5%	7.4%	8.3%	2.5%	3.5%		
3/23 AA Plan	494	242	252	171	170	20	15	36	44	14	18	1	5
Change +/-	22	11	11	10	8		3	2	-1	-1			1

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
President	1		1							1			
Provost & V. P. Academic Affairs	1	1		1									
V.P. Finance & Administration	1	1		1									
V.P. Student Affairs	1		1										
<i>V.P. Institutional Advancements</i>													
VP for Equity & Diversity	1	1				1							
Assoc Provost for Academic Affairs													
Assoc V.P. for Facilities Management	1	1		1									
Chief Human Resources Officer	1	1		1									
Chief Information Officer	1	1		1									
Dean of Arts & Sciences	1		1			1							
Dean of Edu & Profess. Studies	1		1									1	
Dean of Students	1		1					1					
Assoc. Dean of Arts & Sciences	1		1			1							
Dir of Admissions & Enrollment Mgmt	1	1		1									
Dir of Alumni Comm & Advancement	1	1		1									
Dir of Academic Serv Center	1		1			1							
Dir of Athletics	1		1			1							
Dir of Career Success	1	1		1									
Dir of Community Engagement	1		1			1							
Dir of Fiscal Affair for Acq & Aux Serv	1		1			1							
Dir of Info Tech & Media Services	1	1							1				
Dir of Counseling & Psych Services	1	1		1									
Director of Financial Aid	1		1			1							
Director of Housing	1		1			1							
Director of Institutional Advancement	1	1		1									
Director of Library Services	1		1						1				
Dir of Public Safety	1	1				1							
Director of Student Center	1		1			1							
Dir of Student Health Services	1	1		1									
Director of University Relations													
Exec Dir of the Instn for Sustainability	1		1			1							
Registrar	1		1			1							
University Controller	1		1			1							
Total	31	14	17	11	13	2	2	1	1			1	
3/23 AA Plan	27	13	14	9	11	3	1	1	1			1	
Change +/-	4	1	3	2	2	1	1						

WORKFORCE ANALYSIS

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Professor	93	51	42	36	32	7	2	4	1	4	6		1
Associate Professor	52	31	21	24	14	2	3	2	1	3	3		
Assistant Professor	23	11	12	7	8			1		3	4		
Total	168	93	75	67	54	9	5	7	2	10	13		1
3/23 AA Plan	175	94	81	66	55	10	5	7	4	11	14		3
Change +/-	-7	-1	-6	1	-1	-1			-2	-1	-1		-2

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	A/IANH NPI Male	A/IANH NPI Female	2 or More Male	2 or More Female
Academic Advisor	4		4		1		1		1				1
Accounting Associate	1		1		1								
Acquisitions Specialist	1	1		1									
Admissions Counselor	5	1	4	1	1		2						1
Assistant Bursar	1		1		1								
Assistant Counselor	2		2		1				1				
Assistant Dean of Edu & Prof Stud	1	1		1									
Assistant Dean of Student Affairs	1		1					1					
Assistant Degree Auditor	1	1		1									
Assistant Dir of AccessAbility Services	1		1						1				
Assistant Dir of Acad Serv Center													
Assistant Dir of Admissions	2	1	1	1	1								
Assistant Dir of Annual Fund	1		1		1								
Assistant Dir of Athletics	1	1		1									
Assistant Dir of Auxiliary Services	1		1		1								
Assistant Dir of Career Services	1		1		1								
Assistant Dir of Fin. Aid	1		1		1								
Assistant Dir of Health Services	1		1		1								
Assistant Dir of Human Resources	4	1	3		2	1	1						
Assistant Dir Institutional Adv	1	1		1									
Assistant Dir of Institutional Research	1	1		1									
Asst Director of Student Center	1	1							1				
Asst Dir of Univ Opportunity Prog													
Assistant in Business Services	1		1		1								
Assistant to Dir of Auxiliary Services	1		1		1								
Assistant o Dir of Fin. Aid	1	1		1									
Assistant Librarian													
Assistant Registrar	1		1		1								
Associate Bursar													
Associate Counselor	1	1		1									
Associate Design & Pub Officer	1		1		1								
Associate Dir of Acad Serv Center	2		2		1		1						
Associate Dir of Acquisitions	1		1		1								
Associate Dir of Admissions													
Associate Dir of Alumni Affairs													
Associate Dir of Athletics	1		1		1								
Asso Dir of Center for Comm Eng													
Associate Dir of Financial Aid	3	1	2	1	1				1				
Associate Dir of Fiscal Affairs	2	1	1	1	1								
Associate Dir of Health Services	2		2		2								
Associate Dir of Housing	2	1	1	1	1								
Associate Dir of Human Resources	1		1					1					
Associate Dir of Insti. Advancement	1	1		1									
Associate Dir of Nursing Admin	1		1									1	
Associate Director of Stu Ctr/Act	1		1		1								
Associate Librarian	2	1	1	1	1								
Associate Registrar	2	1	1	1	1				1				
Billing Administrator	1	1		1									
Bursar	1		1						1				
Campus Architect	1	1		1									
Child & Family Center Administrator	1		1									1	
Clinical Coordinator	1		1		1								
Coord of Accounting													
Coord of Edu Excellence	1		1		1								

WORKFORCE ANALYSIS

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Coordinator of Gallery & Museum	1		1		1								
Coordinator of Intercultural Center	1	1					1						
Coord of Substance Abuse Prev	1		1		1								
Coord of the Pride Center	1		1		1								
Coordinator of Univ Construction	1	1		1									
Counselor													
CSU Administrative Assistant	3		3		3								
Customer Supp Center Asst													
Data Network & Telecom Manager	1	1		1									
Design and Publications Officer	1	1		1									
Desktop Support Technician	1		1		1								
Digital Media Prod Coordinator	1	1						1					
Dir of AccessAbility Services	1		1		1								
Dir of Admin Tech Services	1		1		1								
Dir of Admissions for Mktg & Events	1		1		1								
Dir of Alumni Affairs	1	1		1									
Dir of Center for TLA	1		1		1								
Dir of Clinical Education	1		1		1								
Dir of Cloud Computing	1	1		1									
Dir of Co-curricular Acad Prog	1	1		1									
Dir of Diversity & Inclusion	1	1				1							
Dir of Enr Health & Safety	1	1		1									
Dir of Financial Planning	1		1		1								
Dir of Institutional Equity	1		1						1				
Dir of Institutional Research	1	1								1			
Dir of Instructional Design	1		1		1								
Dir of New Stu & Family Prog	1		1		1								
Dir of Opportunity Programs	1		1						1				
Dir of Student Conduct	1	1				1							
Dir of Women's Center	1		1				1						
Equip Manager & Vehicle Coord	1	1		1									
Financial Aid Counselor													
Financial Analyst	1		1		1								
IA User Support Specialist	1	1		1									
Infrastructure Serv Manager	1	1		1									
Instructional Media Coordinator	1	1		1									
Learning Mgmt Sys Admin	1	1						1					
Librarian	5	1	4	1	3								1
Lighting Tech Specialist	1	1		1									
Mechanical Engineer	1	1		1									
Media Production Specialist	2	1	1	1	1								
Media Technician	1		1		1								
Media Technology Coord	1	1		1									
Media Technology Specialist	1		1		1								
Multimedia Asst	1		1						1				
Program Assistant	2		2		2								
Programmer Analyst	1	1		1									
Public Relations Officer	2	2		1		1							
Registrar Service Assistant	1		1		1								
Resident Hall Director	4	2	2	1			1	1	1				
Residential Life Coordinator	2	1	1			1							1
Senior System Administrator	3	3		2						1			
Senior System Software Engineer	3		3		3								
Social Media/Digi Marketing Coord	1	1		1									

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Specialist Asst to CIO	1	1		1									
Student Collection Assistant	1		1						1				
Student Development Specialist	2	2		2									
Support Center Manager	1	1		1									
Teacher	2		2		2								
Teacher Associate	1		1		1								
Tech Dir/Theatre Prod Manager	1	1		1									
Tech Specialist for Sci Dept	1	1		1									
Tech Support Analyst	1		1		1								
Technical Support Engineer	1	1					1						
Tech. Supervisor Science Dept's	1	1		1									
University Events Coordinator	1	1		1									
University Grants Officer	1		1		1								
Visual & Performing Arts Coord	1		1		1								
Website Manager	1	1		1									
Total	151	62	89	49	63	7	9	4	11	2	2		4
3/23 AA Plan	135	57	78	46	59	5	7	4	9	2	1		2
Change +/-	16	5	11	3	4	2	2		2		1		2

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Administrative Assistant	13		13		11		1		1				
Secretary 2	12		12		8		1		1		2		
Secretary 1	2		2		2								
Head Cash Accounting Clerk													
Cash Accounting Clerk	1		1										1
Financial Clerk													
Payroll Clerk	2		2		2								
Office Assistant													
Clerk Typist													
Unit Supervisor	1		1						1				
Processing Technician	2		2		2								
Total	33		33		25		2		3		2		1
3/23 AA Plan	31		31		23		2		4		2		
Change +/-	2		2		2				-1				1

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Library Technician	3	2	1	2	1								
Library Technical Assistant													
Drafter 2	1		1						1				
Total	4	2	2	2	1				1				
3/23 AA Plan	4	2	2	2	1				1				
Change +/-													

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Plant Fac Engineer 2	1	1		1									
Supervising Stationary Engineer	1	1		1									
Stationary Engineer	5	5		4				1					
Maintenance Supv 2 (Carpentry)	1	1		1									
Maintenance Supv 2 (Electrical)	1	1		1									
Maintenance Supv 2 (Grounds)	1	1		1									
Maintenance Sup 2 (HVAC)	1	1		1									
Maintenance Supv 2 (General)	1		1		1								
Bldg Maintenance Supervisor													
General Trades Worker	7	7		6				1					
QCW Carpentry	2	2		2									
QCW Electrical	3	3		3									
QCW HVAC	6	6		6									
QCW Locksmith	2	2						2					
QCW Mechanic	2	2		2									
QCW Painting	1	1		1									
QCW Plumbing	2	2		1		1							
Total	37	36	1	31	1	1		4					
3/23 AA Plan	35	34	1	30		1	1	3					
Change +/-	2	2		1				1					

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Police Lieutenant	1	1						1					
Police Sergeant	4	3	1	3	1								
Detective													
Police Officer	9	4	5	3	4				1	1			
Building & Grounds Patrol Officer	7	6	1	4	1			1				1	
Protective Service Trainee													
Total	21	14	7	10	6			2	1	1			1
3/23 AA Plan	18	11	7	7	6			2	1	1			1
Change +/-	3	3		3									

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Bldg Supv 1	1		1						1				
Bldg Supv 2	2		2		1				1				
Bldg Supv 3	1		1		1								
Custodian 1	25	9	16	2	4	1		6	12				
Custodian 2	25	10	15	1	5			9	10				
Lead Custodian	3	3		1				2					
Supervising Custodian													
Duplicating Technician 2	1		1		1								
Landscape Technician	7	6	1	5	1			1					
Mailhandler	2	1	1	1	1								
Mail Service Supervisor													
Material Storage Specialist	1		1		1								
Material Storage Supervisor	1	1						1					
Media Production Technician													
Skilled Maintainer	2	2		1				1					
Total	71	32	39	11	15	1		20	24				
3/23 AA Plan	69	31	38	11	14	1		19	24				
Change +/-	2	1	1		1			1					

Occupational Category	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIAN HNPI Female	2 or More Male	2 or More Female
II. Faculty	5	2	3	1	1	1						2	
Assistant Professor	2		2									2	
Instructor	3	2	1	1	1	1							
III. Prof. Non Faculty	17	4	13	4	8				4				1
Asst Dir of CFDR	1		1						1				
Assoc Dir of Public Safety	1	1		1									
Career Counselor	1		1		1								
Computer Support Trainee	3	1	2	1	1				1				
Program Associate	1	1		1									
Programmer Analyst	1		1		1								
Residence Hall Director	2	1	1	1					1				
Teacher	3		3		2				1				
Teacher Associate	4		4		3								1
Total	22	6	16	5	9	1			4			2	1
3/23 AA Plan	35	5	30	4	18	1	2		6			4	
Change +/-	-13	1	-14	1	-9		-2		-2			-2	

*temporary employees

Occupational Category	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
II. Faculty	227	108	119	92	101	7	5	4	8	5	5		
Lecturers	227	108	119	92	101	7	5	4	8	5	5		
III. Prof. Non Faculty	40	18	22	17	21				1			1	
University Assistant	40	18	22	17	21				1			1	
Total	267	126	141	109	122	7	5	4	9	5	5	1	
3/23 AA Plan	313	153	160	136	141	7	5	3	6	7	7		1
Change +/-	-46	-27	-19	-27	-19			1	3	-2	-2		

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

Labor Market: National and State

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Professor	93	51	42	36	32	7	2	4	1	4	6		1
Associate Professor	52	31	21	24	14	2	3	2	1	3	3		
Assistant Professor	23	11	12	7	8			1		3	4		
Total	168	93	75	67	54	9	5	7	2	10	13		1
3/23 AA Plan	175	94	81	66	55	10	5	7	4	11	14		3
Change +/-	-7	-1	-6	1	-1	-1			-2	-1	-1		-2

Labor Market: National and State

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Academic Advisor	4		4		1		1		1				1
Accounting Associate	1		1		1								
Acquisitions Specialist	1	1		1									
Admissions Counselor	5	1	4	1	1		2						1
Assistant Bursar	1		1		1								
Assistant Counselor	2		2		1				1				
Assistant Dean of Edu & Prof Stud	1	1		1									
Assistant Dean of Student Affairs	1		1					1					
Assistant Degree Auditor	1	1		1									
Assttand Dir of AccessAbility Services	1		1						1				
Assttand Dir of Acad Serv Center													
Assttand Dir of Admissions	2	1	1	1	1								
Assttand Dir of Annual Fund	1		1		1								
Assistant Dir of Athletics	1	1		1									
Assistant Dir of Auxiliary Services	1		1		1								
Assistant Dir of Career Services	1		1		1								
Assistant Dir of Fin. Aid	1		1		1								
Assistant Dir of Health Services	1		1		1								
Assistant Dir of Human Resources	4	1	3		2	1	1						
Assistant Dir Institutional Adv	1	1		1									
Assistant Dir of Institutional Research	1	1		1									
Asst Director of Student Center	1	1							1				
Asst Dir of Univ Opportunity Prog													
Assistant in Business Services	1		1		1								
Assistant to Dir of Auxiliary Services	1		1		1								
Assistant o Dir of Fin. Aid	1	1		1									
Assistant Librarian													
Assistant Registrar	1		1		1								
Associate Bursar													
Associate Counselor	1	1		1									
Associate Design & Pub Officer	1		1		1								
Associate Dir of Acad Serv Center	2		2		1		1						
Associate Dir of Acquisitions	1		1		1								
Associate Dir of Admissions													
Associate Dir of Alumni Affairs													
Associate Dir of Athletics	1		1		1								
Asso Dir of Center for Comm Eng													
Associate Dir of Financial Aid	3	1	2	1	1				1				
Associate Dir of Fiscal Affairs	2	1	1	1	1								
Associate Dir of Health Services	2		2		2								
Associate Dir of Housing	2	1	1	1	1								
Associate Dir of Human Resources	1		1					1					
Associate Dir of Insti. Advancement	1	1		1									
Associate Dir of Nursing Admin	1		1									1	
Associate Director of Stu Ctr/Act	1		1		1								
Associate Librarian	2	1	1	1	1								
Associate Registrar	2	1	1	1	1					1			
Billing Administrator	1	1		1									
Bursar	1		1							1			
Campus Architect	1	1		1									

Labor Market: National and State

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Child & Family Center Administrator	1		1									1	
Clinical Coordinator	1		1		1								
Coord of Accounting													
Coord of Edu Excellence	1		1		1								
Coordinator of Gallery & Museum	1		1		1								
Coordinator of Intercultural Center	1	1				1							
Coord of Substance Abuse Prev	1		1		1								
Coord of the Pride Center	1		1		1								
Coordinator of Univ Construction	1	1		1									
Counselor													
CSU Administrative Assistant	3		3		3								
Customer Supp Center Asst													
Data Network & Telecom Manager	1	1		1									
Design and Publications Officer	1	1		1									
Desktop Support Technician	1		1		1								
Digital Media Prod Coordinator	1	1						1					
Dir of AccessAbility Services	1		1		1								
Dir of Admin Tech Services	1		1		1								
Dir of Admissions for Mktg & Events	1		1		1								
Dir of Alumni Affairs	1	1		1									
Dir of Center for TLA	1		1		1								
Dir of Clinical Education	1		1		1								
Dir of Cloud Computing	1	1		1									
Dir of Co-curricular Acad Prog	1	1		1									
Dir of Diversity & Inclusion	1	1				1							
Dir of Enr Health & Safety	1	1		1									
Dir of Financial Planning	1		1		1								
Dir of Institutional Equity	1		1						1				
Dir of Institutional Research	1	1								1			
Dir of Instructional Design	1		1		1								
Dir of New Stu & Family Prog	1		1		1								
Dir of Opportunity Programs	1		1						1				
Dir of Student Conduct	1	1				1							
Dir of Women's Center	1		1					1					
Equip Manager & Vehicle Coord	1	1		1									
Financial Aid Counselor													
Financial Analyst	1		1		1								
IA User Support Specialist	1	1		1									
Infrastructure Serv Manager	1	1		1									
Instructional Media Coordinator	1	1		1									
Learning Mgmt Sys Admin	1	1						1					
Librarian	5	1	4	1	3								1
Lighting Tech Specialist	1	1		1									
Mechanical Engineer	1	1		1									
Media Production Specialist	2	1	1	1	1								
Media Technician	1		1		1								
Media Technology Coord	1	1		1									
Media Technology Specialist	1		1		1								
Multimedia Asst	1		1						1				
Program Assistant	2		2		2								

Labor Market: National and State

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Programmer Analyst	1	1		1									
Public Relations Officer	2	2		1		1							
Registrar Service Assistant	1		1		1								
Resident Hall Director	4	2	2	1			1	1	1				
Residential Life Coordinator	2	1	1			1							1
Senior System Administrator	3	3		2						1			
Senior System Software Engineer	3		3		3								
Social Media/Digi Marketing Coord	1	1		1									
Specialist Asst to CIO	1	1		1									
Student Collection Assistant	1		1						1				
Student Development Specialist	2	2		2									
Support Center Manager	1	1		1									
Teacher	2		2		2								
Teacher Associate	1		1		1								
Tech Dir/Theatre Prod Manager	1	1		1									
Tech Specialist for Sci Dept	1	1		1									
Tech Support Analyst	1		1		1								
Technical Support Engineer	1	1				1							
Tech. Supervisor Science Dept's	1	1		1									
University Events Coordinator	1	1		1									
University Grants Officer	1		1		1								
Visual & Performing Arts Coord	1		1		1								
Website Manager	1	1		1									
Total	151	62	89	49	63	7	9	4	11	2	2		4
3/23 AA Plan	135	57	78	46	59	5	7	4	9	2	1		2
Change +/-	16	5	11	3	4	2	2		2		1		2

Labor Market: State and Local

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Administrative Assistant	13		13		11		1		1				
Secretary 2	12		12		8		1		1		2		
Secretary 1	2		2		2								
Head Cash Accounting Clerk													
Cash Accounting Clerk	1		1										1
Financial Clerk													
Payroll Clerk	2		2		2								
Office Assistant													
Clerk Typist													
Unit Supervisor	1		1						1				
Processing Technician	2		2		2								
Total	33		33		25		2		3		2		1
3/23 AA Plan	31		31		23		2		4		2		
Change +/-	2		2		2				-1				1

Labor Market: State and Local

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Library Technician	3	2	1	2	1								
Library Technical Assistant													
Drafter 2	1		1						1				
Total	4	2	2	2	1				1				
3/23 AA Plan	4	2	2	2	1				1				
Change +/-													

Labor Market: State and Local

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Plant Fac Engineer 2	1	1		1									
Supervising Stationary Engineer	1	1		1									
Stationary Engineer	5	5		4				1					
Maintenance Supv 2 (Carpentry)	1	1		1									
Maintenance Supv 2 (Electrical)	1	1		1									
Maintenance Supv 2 (Grounds)	1	1		1									
Maintenance Sup 2 (HVAC)	1	1		1									
Maintenance Supv 2 (General)	1		1			1							
Bldg Maintenance Supervisor													
General Trades Worker	7	7		6				1					
QCW Carpentry	2	2		2									
QCW Electrical	3	3		3									
QCW HVAC	6	6		6									
QCW Locksmith	2	2						2					
QCW Mechanic	2	2		2									
QCW Painting	1	1		1									
QCW Plumbing	2	2		1		1							
Total	37	36	1	31	1	1		4					
3/23 AA Plan	35	34	1	30	1	1		3					
Change +/-	2	2		1				1					

Labor Market: State and Local

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Police Lieutenant	1	1						1					
Police Sergeant	4	3	1	3	1								
Detective													
Police Officer	9	4	5	3	4				1	1			
Building & Grounds Patrol Officer	7	6	1	4	1			1				1	
Protective Service Trainee													
Total	21	14	7	10	6			2	1	1		1	
3/23 AA Plan	18	11	7	7	6			2	1	1		1	
Change +/-	3	3		3									

Labor Market: State and Local

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Bldg Supv 1	1		1						1				
Bldg Supv 2	2		2		1				1				
Bldg Supv 3	1		1		1								
Custodian 1	25	9	16	2	4	1		6	12				
Custodian 2	25	10	15	1	5			9	10				
Lead Custodian	3	3		1				2					
Supervising Custodian													
Duplicating Technician 2	1		1		1								
Landscape Technician	7	6	1	5	1			1					
Mailhandler	2	1	1	1	1								
Mail Service Supervisor													
Material Storage Specialist	1		1		1								
Material Storage Supervisor	1	1						1					
Media Production Technician													
Skilled Maintainer	2	2		1				1					
Total	71	32	39	11	15	1		20	24				
3/22 AA Plan	69	31	38	11	14	1		19	24				
Change +/-	2	1	1		1			1					

ECSU Workforce Age Analysis

March 31, 2024

Occupational Category	Age Range											Total in Category	
	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74		75-79
I. Executive			1	2	3	7	5	4	5		3	1	31
II. Faculty		1	2	19	28	22	28	29	23	10	4	2	168
III. Professional Nonfaculty	6	19	19	17	16	12	22	23	13	3		1	151
IV. Secretarial/Clerical		1	1	2	2	1	6	11	5	2	1	1	33
V. Technical/Paraprofessional					1	1	1	2					4
VI. Skilled Crafts		1	2	3	6		4	12	8	1			37
VII. Protective Services		1	3	1	1	2	5	5	2	1			21
VIII. Maintenances		4	9	8	5	7	14	13	11				71
Total in Age Range	6	27	37	52	62	51	85	99	67	17	8	5	516

Category: All Disability
 Titles: All

Date: March 31, 2024

DISABILITY IN THE WORKFORCE

Occupational Category	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIAN HNPI Female	2 or More Male	2 or More Female
I. Executive	3	1	2	1	2								
II. Faculty	8	6	2	4	1			1		1	1		
III. Professional Nonfaculty	9	3	6	2	3		2			1	1		
IV. Secretarial/Clerical	2		2		1				1				
V. Technical/Paraprofessional	2	1	1	1	1								
VI. Skilled Crafts	2	2		2									
VII. Protective Services													
VIII. Maintenance	2	1	1	1					1				
Total	28	14	14	11	8		2	1	2	2	2		

7. AVAILABILITY ANALYSIS

SECTION 46a-68-84

**EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-84
AVAILABILITY ANALYSIS**

This section was in compliance in the previous filing of the Affirmative Action Plan and there were no proposals or recommendations.

Subsection (a):

As a preparatory step in determining whether protected classes are fully and fairly utilized in the workforce, the Eastern Connecticut State University conducted an analysis by occupational category to determine the availability base of protected group members for employment. Because the University has more than twenty-five (25) employees, a separate analysis will be conducted for position classifications in each occupational category.

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 ACS-EEO-ALL01R/CT Statewide/Windham County/Tolland County
- 2.) Digest of Educational Statistics 2022
- 3.) The racial and sexual composition of persons in promotable and transferable offices, positions and position classifications.

Subsection (c):

In calculating availability, the 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;

Subsection (d):

For each occupational category, position classification or job title analyzed, Eastern Connecticut State University 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 University 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 University 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 University 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 Eastern Connecticut State University 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.

Availability Analysis

Occupational Category: **I. Executive**
 Job Title: **All**

Reporting Date: March 31, 2024
 Labor-market area: CT / National

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male										
	Total	DP	VW	Total	DP	VW	Total	DP	VW	Total	DP	VW	Total	DP	VW	Total	DP	VW	Total	DP	VW	Total	DP	VW	Total	DP	VW	Total	
CT Employment Data (Census)	13,949	5,315	38.1	0.4	15.24	8,634	61.9	0.4	24.76	4,070	29.2	0.4	11.67	7,020	50.3	0.4	20.13	445	3.2	0.4	1.28	535	3.8	0.4	1.53	440	3.2	0.4	1.26
Promotable	65	27	41.5	0.1	4.15	38	58.5	0.1	5.85	23	35.4	0.1	3.54	28	43.1	0.1	4.31	3	4.6	0.1	0.46	3	4.6	0.1	0.46	0.0	0.1	0.00	
Digest of Edu Statistics	267,497	110,305	41.2	0.5	20.62	157,192	58.8	0.5	29.38	83,304	31.1	0.5	15.57	111,043	41.5	0.5	20.76	11,040	4.1	0.5	2.06	20,633	7.7	0.5	3.86	8,273	3.1	0.5	1.55
Final Aval. Base Percentage=					40.0				60.0				30.8				45.2				3.8				5.9				2.8

DP = date percentage; VW = Value Weight; AB = availability base
 * Employees of rank Admin II and V from Category III (Professional Nonfaculty)

Availability Analysis

Factor	Hispanic Female			AAIA/NHPT Male			AAIA/NHPT Female			Two or More Male			Two or More Female			Source of Statistic		Reason for Weight Factor				
	Total	DP	VW	Total	DP	VW	Total	DP	VW	Total	DP	VW	Total	DP	VW	AB	AB	Weight Factor				
CT Employment Data (Census)	730	5.2	0.4	2.09	205	1.5	0.4	0.59	264	1.9	0.4	0.76	155	1.1	0.4	0.44	85	0.6	0.4	0.24	2014-18 ACS EEO-A101R/CT Statewide: Edu Administrator Code 0230	State wide employment list. Some recruitment in CT
Promotable	5	7.7	0.1	0.77	1	1.5	0.1	0.15	2	3.1	0.1	0.31	0	0.0	0.1	0.00	0	0.0	0.1	0.00	Workforce Analysis - Cat III, Directors & Coordinators (Rank: Admn IV & V).	Few promotions into this category
Digest of Edu Statistics	14,151	5.3	0.5	2.65	6,177	2.3	0.5	1.15	8,679	3.2	0.5	1.62	1,511	0.6	0.5	0.28	2,686	1.0	0.5	0.50	Digest of Edu Statistics 2023 Table 314.40 Management	Some national recruitment
Final Aval. Base Percentage=					5.5				1.9				2.7				0.7				0.7	

Availability Analysis

Occupational Category: **II. Faculty Professor**
 Job Title:

Reporting Date:
 Labor-market area:

March 31, 2024
 CT/National

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male										
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB								
CT Employment Data (Census)	19,955	9,660	48.4	0.05	2.42	10,295	51.6	0.05	2.58	7,225	36.2	0.05	1.81	7,555	37.9	0.05	1.89	345	1.7	0.05	0.09	755	3.8	0.05	0.19	485	2.4	0.05	0.12
Promotable	25	17	68.0	0.9	61.20	8	32.0	0.9	28.80	12	48.0	0.9	43.20	7	28.0	0.9	25.20	1	4.0	0.9	3.60	0	0.0	0.9	0.00	2	8.0	0.9	7.20
Digest of Edu Statistics	183,570	116,028	63.2	0.05	3.16	67,542	36.8	0.05	1.84	89,250	48.6	0.05	2.43	52,171	28.4	0.05	1.42	4,307	2.3	0.05	0.12	3,513	1.9	0.05	0.10	4,891	2.7	0.05	0.13
Final Aval. Base Percentage=					66.8				33.2				47.4				28.5				3.8								0.3

DP = date percentage; VW = Value Weight; AB = availability base

Availability Analysis

Factor	Hispanic Female			AAIA/N/PT Male			AAIA/N/PT Female			Two or More Male			Two or More Female			Source of Statistic			Reason for Weight Factor			
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB				
CT Employment Data (Census)	485	2.4	0.05	0.12	1,430	7.2	0.05	0.36	1,285	6.4	0.05	0.32	1.75	0.9	0.05	0.04	2.15	1.1	0.05	0.05	2014-18 ACS EEO-A101R/CT Statewide: Postsecondary Teacher Code 2205	External hires are rare at this rank, but some do occur.
Promotable	0	0.0	0.9	0.00	2	8.0	0.9	7.20	1	4.0	0.9	3.60	0	0.0	0.9	0.00	0	0.0	0.9	0.00	Workforce Analysis - Cat II Associate Professor (Those with 5 years in rank)	While few total promotions occur, nearly all Professors are promoted from the Associate Professor rank
Digest of Edu Statistics	3,326	1.8	0.05	0.09	16,765	9.1	0.05	0.46	7,868	4.3	0.05	0.21	815	0.4	0.05	0.02	664	0.4	0.05	0.02	Digest of Edu Statistics 2023 Table 315.20 Professor	External hires are rare at this rank, but some do occur.
Final Aval. Base Percentage=					0.2			8.0				4.1					0.1				0.1	

Availability Analysis

Occupational Category: **II. Faculty Associate Professor**
 Job Title:

Reporting Date:
 Labor-market area:

March 31, 2024
 CT/National

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male										
	Total	DP	AB	Total	DP	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB							
CT Employment Data (Census)	19,955	9,660	48.4	0.05	2.42	10,295	51.6	0.05	2.58	7,225	36.2	0.05	1.81	7,555	37.9	0.05	1.89	345	1.7	0.05	0.09	755	3.8	0.05	0.19	485	2.4	0.05	0.12
Promotable	22	10	45.5	0.9	40.91	12	54.5	0.9	49.09	6	27.3	0.9	24.55	9	40.9	0.9	36.82	0	0.0	0.9	0.00	0	0.0	0.9	0.00	1	4.5	0.9	4.09
Digest of Edu Statistics	153,827	79,932	52.0	0.05	2.60	73,895	48.0	0.05	2.40	58,080	37.8	0.05	1.89	53,856	35.0	0.05	1.75	4,224	2.7	0.05	0.14	5,291	3.4	0.05	0.17	4,515	2.9	0.05	0.15
Final Aval. Base Percentage=					45.9				54.1				28.2				40.5				0.2				0.4				4.4

DP = date percentage; VW = Value Weight; AB = availability base

Availability Analysis

Factor	Hispanic Female			AAIA/NH/PI Male			AAIA/NH/PI Female			Two or More Male			Two or More Female			Source of Statistic			Reason for Weight Factor			
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB				
CT Employment Data (Census)	485	2.4	0.05	0.12	1,430	7.2	0.05	0.36	1,285	6.4	0.05	0.32	175	0.9	0.05	0.04	215	1.1	0.05	0.05	2014-18 ACS EEO-AID1R; Postsecondary Teacher/CT Statewide Code 2205	Some statewide recruitment, though hires at this rank are rare.
Promotable	1	4.5	0.9	4.09	3	13.6	0.9	12.27	2	9.1	0.9	8.18	0	0.0	0.9	0.00	0	0.0	0.9	0.00	Workforce Analysis - Cat II Assistant Prof (Only those who have been 5 years in rank.)	Most new Associate Professors are promoted from the Assistant Prof. rank.
Digest of Edu Statistics	4,131	2.7	0.05	0.13	12,218	7.9	0.05	0.40	9,607	6.2	0.05	0.31	895	0.6	0.05	0.03	1,010	0.7	0.05	0.03	Digest of Edu Statistics 2023 Table 315.20 Associate Professor	External hires are rare at this rank, but some do occur.
Final Aval. Base Percentage=					4.3			13.0				8.8					0.1				0.1	

Availability Analysis

Occupational Category:
Job Title:

II. Faculty
Assistant Professor

Reporting Date:
Labor-market area:

March 31, 2024
CT/National

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male										
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB								
CT Employment Data (Census)	19,955	9,660	48.4	0.2	9.68	10,295	51.6	0.2	10.32	7,225	36.2	0.2	7.24	7,555	37.9	0.2	7.57	345	1.7	0.2	0.35	755	3.8	0.2	0.76	485	2.4	0.2	0.49
Promotable																													
Digest of Edu Statistics	156,020	69,225	44.4	0.8	35.50	86,795	55.6	0.8	44.50	46,595	29.9	0.8	23.89	59,075	37.9	0.8	30.29	4,797	3.1	0.8	2.46	8,106	5.2	0.8	4.16	4,740	3.0	0.8	2.43
Final Avail. Base Percentage=					45.2				54.8				31.1				37.9					2.8			4.9				2.9

DP = date percentage; VW = Value Weight; AB = availability base

Availability Analysis

Factor	Hispanic Female			AAIA/NWPI Male			AAIA/NWPI Female			Two or More Male			Two or More Female			Source of Statistic	Reason for Weight Factor					
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB							
CT Employment Data (Census)	485	2.4	0.2	0.49	1,430	7.2	0.2	1.43	1,285	6.4	0.2	1.29	175	0.9	0.2	0.18	215	1.1	0.2	0.22	2014-18 ACS EEO-A101R/CT Statewide: Postsecondary Teacher Code 2205	Some statewide recruitment
Promotable																						No promotions into this rank.
Digest of Edu Statistics	5,663	3.6	0.8	2.90	11,933	7.6	0.8	6.12	12,177	7.8	0.8	6.24	1,160	0.7	0.8	0.59	1,774	1.1	0.8	0.91	Digest of Edu Statistics 2023 Table 315.20 Assistant Professor	National Recruitment
Final Avail. Base Percentage=				3.4				7.6				7.5				0.8					1.1	

Availability Analysis

Occupational Category: **III. Professional Nonfaculty**

Reporting Date: **March 31, 2024**

Job Title: **All**

Labor-market area: **CT/National**

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male			
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	
CT Employment Data (Census)	29,884	10,325	34.6	19,559	65.4	0.6	7,810	26.1	0.6	15,025	50.3	0.6	850	2.8	0.6	1,525	5.1	0.6	970	3.2	0.6	
Promotable																						
Digest of Edu Statistics	953,205	364,942	38.3	588,263	61.7	0.4	254,922	26.7	0.4	388,330	40.7	0.4	35,440	3.7	0.4	69,451	7.3	0.4	35,822	3.8	0.4	
Final Avail. Base Percentage=				36.0			64.0			26.4			46.5			3.2			6.0			3.5

DP = date percentage; VW = Value Weight; AB = availability base

Availability Analysis

Factor	Hispanic Female			AAIA/NINPI Male			AAIA/NINPI Female			Two or More Male			Two or More Female			Source of Statistic		Reason for Weight Factor	
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Statistic	Weight Factor		
CT Employment Data (Census)	1,965	6.6	0.6	490	1.6	0.6	724	2.4	0.6	205	0.7	0.6	320	1.1	0.6	2014-18 ACS EEO-AWD/R/CT Statewide: Edu Administrators Code 0230; Other Edu Workers	Some state wide recruitment		
Promotable																	Rare promotions into this category		
Digest of Edu Statistics	65,093	6.8	0.4	31,508	3.3	0.4	52,606	5.5	0.4	7,250	0.8	0.4	12,783	1.3	0.4	Digest of Edu Statistics 2023 Table 314.40 Professional	Some national recruitment		
Final Avail. Base Percentage=				6.7			2.3			3.7			0.7			1.2			

Availability Analysis

Occupational Category: **IV. Secretarial/Clerical**
 Job Title: **All**

Reporting Date: **March 31, 2024**
 Labor-market area: **Windham/Tolland**

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male		
	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB
CT Employment Data (Census)	2,644		14.5 0.5 7.26	2,260	85.5	0.5 42.74	255	9.6	0.5 4.82	1,865	70.5	0.5 35.27	90	3.4	0.5 1.70	65	2.5	0.5 1.23	39	1.5	0.5 0.74
CT Employment Data (Census)	4,145	885	21.4 0.5 10.68	3,260	78.6	0.5 39.32	730	17.6	0.5 8.81	3,000	72.4	0.5 36.19	75	1.8	0.5 0.90	105	2.5	0.5 1.27	70	1.7	0.5 0.84
Final Avail. Base Percentage=			17.9			82.1			13.6			71.5			2.6			2.5			1.6

DP = date percentage; VW = Value Weight; AB = availability base

Availability Analysis

Factor	Hispanic Female			AAIANHNP1 Male			AAIANHNP1 Female			Two or More Male			Two or More Female			Source of Statistic	Reason for Weight Factor
	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB		
CT Employment Data (Census)	315	11.9	0.5 5.96													2014-18 ACS EEO- A101R/Windham: Secretary & Admin Asst 5710; other Amin Support 5810	Many hires from Windham county
CT Employment Data (Census)	50	1.2	0.5 0.60				70	1.7	0.5 0.84	10	0.2	0.5 0.12	35	0.8	0.5 0.42	2014-18 ACS EEO- A101R/Tolland: Secretary & Admin Asst 5710; other Amin Support 5810	Many hires from Tolland county
Final Avail. Base Percentage=			6.6						0.8			0.1			0.7		

Availability Analysis

Occupational Category:
Job Title:

V. Technical / Paraprofessional
All

Reporting Date:
Labor-market area:

March 31, 2024
Windham/Tolland

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male						
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB				
CT Employment Data (Census)	740	370	50.0	0.5	25.00	340	45.9	0.5	22.97	310	41.9	0.5	20.95					0.5				0.5			
CT Employment Data (Census)	1,434	659	46.0	0.5	22.98	775	54.0	0.5	27.02	550	38.4	0.5	19.18	645	45.0	0.5	22.49	64	4.5	0.5	2.23	10	0.7	0.5	0.35
Final Aval. Base Percentage=						48.0				52.0			42.2			43.4					2.2			0.3	

DP = date percentage; VW = Value Weight; AB = availability base

Availability Analysis

Factor	Hispanic Female			AAIANHNP1 Male			AAIANHNP1 Female			Two or More Male			Two or More Female			Source of Statistic	Reason for Weight Factor					
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB							
CT Employment Data (Census)	30	4.1	0.5	2.03	20	2.7	0.5	1.35	20	2.7	0.5	1.35	10	1.4	0.5	0.68	10	1.4	0.5	0.68	2014-18 ACS EEO-A101R/Windham: Drafter 1541; Library Worker 2350	Many hires from Windham
CT Employment Data (Census)	55	3.8	0.5	1.92	45	3.1	0.5	1.57	40	2.8	0.5	1.39									2014-18 ACS EEO-A101R/Tolland: Drafter 1541; Library Worker 2350	Some hires from Tolland
Final Aval. Base Percentage=				3.9				2.9				2.7				0.7					1.5	

Availability Analysis

Occupational Category: **VI. Skilled Crafts**
Job Title: **All**

Reporting Date: March 31, 2024
Labor-market area: Windham/Tolland

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male										
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB								
CT Employment Data (Census)	3,103	3,041	98.0	0.4	39.20	62	2.0	0.4	0.80	2,800	90.2	0.4	36.09	54	1.7	0.4	0.70	19	0.6	0.4	0.24	0	0.0	0.4	0.00	64	2.1	0.4	0.83
Promotable	71	32	45.1	0.2	9.01	39	54.9	0.2	10.99	11	15.5	0.2	3.10	15	21.1	0.2	4.23	1	1.4	0.2	0.28	0	0.0	0.2	0.00	20	28.2	0.2	5.63
CT Employment Data (Census)	305	297	97.4	0.4	38.95	8	2.6	0.4	1.05	255	83.6	0.4	33.44	6	2.0	0.4	0.79	7	2.3	0.4	0.92	0	0.0	0.4	0.00	23	7.5	0.4	3.02
Final Avail. Base Percentage=					87.2				12.8				72.6				5.7				1.4				0.0				9.5

DP = date percentage; VW = Value Weight; AB = availability base

Availability Analysis

Factor	Hispanic Female			AAIAN/NPI Male			AAIAN/NPI Female			Two or More Male			Two or More Female			Source of Statistic	Reason for Weight Factor					
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB							
CT Employment Data (Census)	0	0.0	0.4	0.00	79	2.5	0.4	1.02	4	0.1	0.4	0.05	79	2.5	0.4	1.02	4	0.1	0.4	0.05	Plumber: 6441; Mechanics 7140	Some hires from Windham
Promotable	24	33.8	0.2	6.76	0	0.0	0.2	0.00	0	0.0	0.2	0.00	0	0.0	0.2	0.00	0	0.0	0.2	0.00	Category VIII: Maintenance	Some promotions from Category VIII: Maintenance
CT Employment Data (Census)	2	0.7	0.4	0.26	6	2.0	0.4	0.79	0	0.0	0.4	0.00	6	2.0	0.4	0.79	0	0.0	0.4	0.00	Plumber: 6441; Mechanics 7140	Some hires from Tolland
Final Avail. Base Percentage=				7.0				1.8				0.1					1.8			0.1		

Availability Analysis

Occupational Category: **VII. Protective Services**
 Job Title: **All**

Reporting Date: March 31, 2024
 Labor-market area: Windham/Tolland

Factor	Total Male		Total Female		White Male		White Female		Black Male		Black Female		Hispanic Male																	
	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB														
CT Employment Data (Census)	540	490	90.7	0.5	45.37	50	9.3	0.5	4.63	455	84.3	0.5	42.13	30	5.6	0.5	2.78	0	0.0	0.5	0.00	0	0.0	0.5	0.00	35	6.5	0.5	3.24	
CT Employment Data (Census)	778	629	80.8	0.5	40.42	149	19.2	0.5	9.58	564	72.5	0.5	36.25	114	14.7	0.5	7.33	0	0.0	0.5	0.00	0	0.0	0.5	0.00	50	6.4	0.5	3.21	
Final Aval. Base Percentage =					85.8				14.2				78.4				10.1				0.0				0.0				0.0	6.5

DP = date percentage; VW = Value Weight; AB = availability base

Availability Analysis

Factor	Hispanic Female		AAIAN/NI Male		AAIAN/NI Female		Two or More Male		Two or More Female		Source of Statistic		Reason for Weight Factor	
	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB		
CT Employment Data (Census)	20	3.7	0.5	1.85	0	0.0	0.5	0.00	0	0.0	0.5	0.00	2014-18 ACS EEO- AI01R/Windham: Supervisor of Law Enforcement Workers 3700; Police Officer 3870; Other Protective Service Worker 3900	Many hires from Windham
CT Employment Data (Census)	0	0.0	0.5	0.00	0	0.0	0.5	0.00	15	2	0.5	0.96	2014-18 ACS EEO- AI01R/Tolland: Supervisor of Law Enforcement Workers 3700; Police Officer 3870; Other Protective Service Worker 3900	Many hires from Tolland
Final Aval. Base Percentage =				1.9				0.0					2.2	

Availability Analysis

Occupational Category:

VIII. Maintenance

Reporting Date: March 31, 2024

All

Labor-market area:

Windham/Tolland

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male						
	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB				
CT Employment Data (Census)	3,908	2,629	67.3 0.5 33.64	1,279	32.7	0.5 16.36	2,045	52.3	0.5 26.16	1,010	25.8	0.5 12.92	55	1.4	0.5 0.70	4	0.1	0.5 0.05	500	12.8	0.5 6.40				
CT Employment Data (Census)	3,388	2,384	70.4 0.5 35.18	1,004	29.6	0.5 14.82	2,080	61.4	0.5 30.70	885	26.1	0.5 13.06	85	2.5	0.5 1.25	20	0.6	0.5 0.30	185	5.5	0.5 2.73				
Final Avail. Base Percentage=			68.8			31.2			56.9			26.0			2.0			0.3			9.1				

DP = date percentage; VW = Value Weight; AB = availability base

Availability Analysis

Factor	Hispanic Female			AAIANHNP Male			AAIANHNP Female			Two or More Male			Two or More Female			Source of Statistic			Reason for Weight Factor					
	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Statistic	Weight	Factor	Weight	Factor				
CT Employment Data (Census)	255	6.5	0.5 3.26				0.5			29	0.7	0.5 0.37	10	0.3	0.5 0.13	2014-18 ACS EEO-A101R/Windham: Groundkeeping Supervisor 4210; Housekeeping Supervisor 4100; Building Cleaning Worker 4220; Ground Maintenance Worker 4251; Material Distributing Worker 5500; Post-Serve Worker 5540				Many hires from Windham				
CT Employment Data (Census)	19	0.6	0.5 0.28	10	0.3	0.5 0.15	50	1.5	0.5 0.74	24	0.7	0.5 0.35	30	0.9	0.5 0.44	2014-18 ACS EEO-A101R/Tolland: Groundkeeping Supervisor 4210; Housekeeping Supervisor 4100; Building Cleaning Worker 4220; Ground Maintenance Worker 4251; Material Distributing Worker 5500; Post-Serve Worker 5540				Many hires from Tolland				
Final Avail. Base Percentage=			3.5			0.1			0.7			0.7			0.6									

INTERNAL DATA:

Faculty Promotion Pool

Eligible for Promotion	Total	M	F	WM	WF	BM	BF	HM	HF	AAIANH NPI M	AAIANH NPI F	Two or More M	Two or More F
To Professor	25	17	8	12	7	1	1	2	2	2	1	1	
Percent	100.0%	68.0%	32.0%	48.0%	28.0%	4.0%	0.0%	8.0%	0.0%	8.0%	4.0%		
To Associate Professor	22	10	12	6	9			1	1	3	2	2	
Percent	100.0%	45.5%	54.5%	27.3%	40.9%	0.0%	0.0%	4.5%	4.5%	13.6%	9.1%		

EXTERNAL DATA SOURCES:

2014-18 Census Data: EEO-A1101R for Connecticut

Used for all categories

Digest of Education Statistics, 2023 version

Table 315.20 Used for Faculty Category

Table 314.40 used for Executive and Professional Non Faculty Categories

Connecticut EEO-ALLOIR - 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."
 (Sum of subcategories may not equal total due to the rounding methods used by Census)

Source: 2014-2018 ACS 5-Year EEO Estimates

EEO Category 1: Executive/CT Statewide

	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
	Hispanic or Latino	White alone						Native Hawaiian /Pacific Islander alone	Hispanic or Latino	
Education and childcare administrators : 11-9030 / 0230	Total	13,950	1,170	11,090	980	4	465	0	240	
	Male	5,315	440	4,070	445	0	205	0	155	
	Female	8,630	730	7,020	535	4	260	0	85	
	Percent Total	100.0%	8.4%	79.5%	7.0%	0.0%	3.3%	0.0%	1.7%	
	Percent Male	38.1%	3.2%	29.2%	3.2%	0.0%	1.5%	0.0%	1.1%	
	Percent Female	61.9%	5.2%	50.3%	3.8%	0.0%	1.9%	0.0%	0.6%	

EEO Category 2: Faculty/CT Statewide

	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
	Hispanic or Latino	White alone						Native Hawaiian /Pacific Islander alone	Hispanic or Latino	
Postsecondary teachers : 25-1000 / 2205	Total	19,945	965	14,780	1,100	10	2,655	50	385	
	Male	9,655	485	7,225	345	0	1,380	50	175	
	Female	10,290	485	7,555	755	10	1,275	0	215	
	Percent Total	100.0%	4.8%	74.1%	5.5%	0.1%	13.3%	0.3%	1.9%	
	Percent Male	48.4%	2.4%	36.2%	1.7%	0.0%	6.9%	0.3%	0.9%	
	Percent Female	51.6%	2.4%	37.9%	3.8%	0.1%	6.4%	0.0%	1.1%	

EEO Category 3: Professional Non-Faculty/CT Statewide

	Total All Groups	Hispanic or Latino	White alone	Black or African American		American Indian /Alaska Native		Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
				alone	alone	alone	alone			
Education and childcare administrators : 11-9030 / 0230	Total	1,170	11,090	980	4	465	0	240		
	Male	440	4,070	445	0	205	0	155		
	Female	730	7,020	535	4	260	0	85		
	Percent Total	8.4%	79.5%	7.0%	0.0%	3.3%	0.0%	1.7%		
	Percent Male	3.2%	29.2%	3.2%	0.0%	1.5%	0.0%	1.1%		
	Percent Female	5.2%	50.3%	3.8%	0.0%	1.9%	0.0%	0.6%		
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Total	1,765	11,740	1,395	10	735	0	285		
	Male	530	3,740	405	0	285	0	50		
	Female	1,235	8,005	990	10	450	0	235		
	Percent Total	11.1%	73.7%	8.8%	0.1%	4.6%	0.0%	1.8%		
	Percent Male	3.3%	23.5%	2.5%	0.0%	1.8%	0.0%	0.3%		
	Percent Female	7.8%	50.2%	6.2%	0.1%	2.8%	0.0%	1.5%		
All Professional Non-Faculty CT Statewide	Total	2,935	22,830	2,375	14	1,200	0	525		
	Male	970	7,810	850	0	490	0	205		
	Female	1,965	15,025	1,525	14	710	0	320		
	Percent Total	9.8%	76.4%	7.9%	0.0%	4.0%	0.0%	1.8%		
	Percent Male	3.2%	26.1%	2.8%	0.0%	1.6%	0.0%	0.7%		
	Percent Female	6.6%	50.3%	5.1%	0.0%	2.4%	0.0%	1.1%		

EEO Category 4: Secretarial/Clerical/Windham County

	Total All Groups	Hispanic or Latino	White alone	Black or African American		American Indian / Alaska Native		Asian alone	Native Hawaiian / Pacific Islander		Balance of not Hispanic or Latino	
				alone	alone	alone	alone		alone	alone		
Secretaries and administrative assistants : 43-6010 / 5710												
Total	1,400	240	1,150	10	0	0	0	0	0	0	0	
Male	80	35	45	0	0	0	0	0	0	0	0	
Female	1,315	205	1,100	10	0	0	0	0	0	0	0	
Percent Total	100.0%	17.1%	82.1%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Percent Male	5.7%	2.5%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Percent Female	93.9%	14.6%	78.6%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Other office and administrative support workers : 43-9000 / 5810												
Total	1,255	115	975	150	0	0	0	0	0	0	15	
Male	310	4	210	90	0	0	0	0	0	0	0	
Female	950	110	765	55	0	0	0	0	0	0	15	
Percent Total	100.0%	9.2%	77.7%	12.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	
Percent Male	24.7%	0.3%	16.7%	7.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Percent Female	75.7%	8.8%	61.0%	4.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	
All Secretarial/Clerical Windham County												
Total	2,655	355	2,125	160	0	0	0	0	0	0	15	
Male	390	39	255	90	0	0	0	0	0	0	0	
Female	2265	315	1865	65	0	0	0	0	0	0	15	
Percent Total	100.0%	13.4%	80.0%	6.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	
Percent Male	14.7%	1.5%	9.6%	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Percent Female	85.3%	11.9%	70.2%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	

EEO Category 4: Secretarial/Clerical/Tolland County

	Total All Groups	Hispanic or Latino	White alone	Black or African American		American Indian /Alaska Native		Asian alone		Native Hawaiian /Pacific Islander alone		Balance of not Hispanic or Latino
				alone	alone	alone	alone	alone	alone			
Secretaries and administrative assistants : 43-6010 / 5710	2,375	25	2,145	150	0	25	0	25	0	0	25	
Male	205	10	140	60	0	0	0	0	0	0	0	
Female	2,165	20	2,005	95	0	25	0	25	0	0	25	
Percent Total	100.0%	1.1%	90.3%	6.3%	0.0%	1.1%	0.0%	1.1%	0.0%	0.0%	1.1%	
Percent Male	8.6%	0.4%	5.9%	2.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Percent Female	91.2%	0.8%	84.4%	4.0%	0.0%	1.1%	0.0%	1.1%	0.0%	0.0%	1.1%	
Other office and administrative support workers : 43-9000 / 5810	1,760	90	1,585	25	0	45	0	45	0	0	20	
Male	675	60	590	15	0	0	0	0	0	0	10	
Female	1,090	30	995	10	0	45	0	45	0	0	10	
Percent Total	100.0%	5.1%	90.1%	1.4%	0.0%	2.6%	0.0%	2.6%	0.0%	0.0%	1.1%	
Percent Male	38.4%	3.4%	33.5%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	
Percent Female	61.9%	1.7%	56.5%	0.6%	0.0%	2.6%	0.0%	2.6%	0.0%	0.0%	0.6%	
All Secretarial/Clerical Tolland County	4,135	115	3,730	175	0	70	0	70	0	0	45	
Male	880	70	730	75	0	0	0	0	0	0	10	
Female	3,255	50	3,000	105	0	70	0	70	0	0	35	
Percent Total	100.0%	2.8%	90.2%	4.2%	0.0%	1.7%	0.0%	1.7%	0.0%	0.0%	1.1%	
Percent Male	21.3%	1.7%	17.7%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	
Percent Female	78.7%	1.2%	72.6%	2.5%	0.0%	1.7%	0.0%	1.7%	0.0%	0.0%	0.8%	

EEO Category 5: Technical/Paraprofessional/Windham County

	Total All 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
	Groups	Percent	Count	Percent	Percent	Percent	Count	Percent
Drafters, engineering technicians, and mapping technicians : 17-3000 / 1541	230	0.0%	215	0.0%	0.0%	0.0%	10	4.3%
Male	185	0.0%	175	0.0%	0.0%	0.0%	10	4.3%
Female	45	0.0%	40	0.0%	0.0%	0.0%	0	0.0%
Percent Total	100.0%		93.5%	0.0%	0.0%	4.3%	0.0%	4.3%
Percent Male	80.4%		76.1%	0.0%	0.0%	0.0%	0.0%	4.3%
Percent Female	19.6%		17.4%	0.0%	0.0%	4.3%	0.0%	0.0%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	505	0.0%	435	0.0%	0.0%	30	0	10
Male	185	0.0%	165	0.0%	0.0%	20	0	0
Female	325	0.0%	270	0.0%	0.0%	10	0	10
Percent Total	100.0%		86.1%	0.0%	0.0%	5.9%	0.0%	2.0%
Percent Male	36.6%		32.7%	0.0%	0.0%	4.0%	0.0%	0.0%
Percent Female	64.4%		53.5%	0.0%	0.0%	2.0%	0.0%	2.0%
All Technical/Paraprofessional Windham County	735	0.0%	650	0.0%	0.0%	40	0	20
Male	370	0.0%	340	0.0%	0.0%	20	0	10
Female	370	0.0%	310	0.0%	0.0%	20	0	10
Percent Total	100.0%		88.4%	0.0%	0.0%	5.4%	0.0%	2.7%
Percent Male	50.3%		46.3%	0.0%	0.0%	2.7%	0.0%	1.4%
Percent Female	50.3%		42.2%	0.0%	0.0%	2.7%	0.0%	1.4%

EEO Category 5: Technical/Paraprofessional/Tolland County

	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
Drafters, engineering technicians, and mapping technicians : 17-3000 / 1541								
Total	530	0	495	4	0	30	0	0
Male	370	0	350	4	0	15	0	0
Female	160	0	145	0	0	15	0	0
Percent Total	100.0%	0.0%	93.4%	0.8%	0.0%	5.7%	0.0%	0.0%
Percent Male	69.8%	0.0%	66.0%	0.8%	0.0%	2.8%	0.0%	0.0%
Percent Female	30.2%	0.0%	27.4%	0.0%	0.0%	2.8%	0.0%	0.0%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350								
Total	900	55	700	70	0	50	0	25
Male	290	0	200	60	0	30	0	0
Female	615	55	500	10	0	25	0	25
Percent Total	100.0%	6.1%	77.8%	7.8%	0.0%	5.6%	0.0%	2.8%
Percent Male	32.2%	0.0%	22.2%	6.7%	0.0%	3.3%	0.0%	0.0%
Percent Female	68.3%	6.1%	55.6%	1.1%	0.0%	2.8%	0.0%	2.8%
All Technical/Paraprofessional Tolland County								
Total	1430	55	1195	74	0	80	0	25
Male	660	0	550	64	0	45	0	0
Female	775	55	645	10	0	40	0	25
Percent Total	100.0%	3.8%	83.6%	5.2%	0.0%	5.6%	0.0%	1.7%
Percent Male	46.2%	0.0%	38.5%	4.5%	0.0%	3.1%	0.0%	0.0%
Percent Female	54.2%	3.8%	45.1%	0.7%	0.0%	2.8%	0.0%	1.7%

EEO Category 6: Skilled Crafts/Windham County

	Total All Groups		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
	Hispanic or Latino	Hispanic or Latino						
Boilermakers :								
47-2011 / 6210								
Total	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0
Percent Total	-	-	-	-	-	-	-	-
Percent Male	-	-	-	-	-	-	-	-
Percent Female	-	-	-	-	-	-	-	-
Carpenters :								
47-2031 / 6230								
Total	815	25	770	4	0	0	0	15
Male	815	25	770	4	0	0	0	15
Female	0	0	0	0	0	0	0	0
Percent Total	100.0%	3.1%	94.5%	0.5%	0.0%	0.0%	0.0%	1.8%
Percent Male	100.0%	3.1%	94.5%	0.5%	0.0%	0.0%	0.0%	1.8%
Percent Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Electricians :								
47-2111 / 6355								
Total	510	0	495	0	0	0	0	15
Male	510	0	495	0	0	0	0	15
Female	0	0	0	0	0	0	0	0
Percent Total	100.0%	0.0%	97.1%	0.0%	0.0%	0.0%	0.0%	2.9%
Percent Male	100.0%	0.0%	97.1%	0.0%	0.0%	0.0%	0.0%	2.9%
Percent Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Painters and paperhangers :

47-2140 / 6410

Total	215	4	205	0	0	0	0	4
Male	190	4	185	0	0	0	0	0
Female	20	0	20	0	0	0	0	4
Percent Total	100.0%	1.9%	95.3%	0.0%	0.0%	0.0%	0.0%	1.9%
Percent Male	88.4%	1.9%	86.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	9.3%	0.0%	9.3%	0.0%	0.0%	0.0%	0.0%	1.9%

Pipelayers, plumbers,
pipefitters, and steamfitters :

47-2150 / 6441

Total	305	0	305	0	0	0	0	0
Male	275	0	275	0	0	0	0	0
Female	25	0	25	0	0	0	0	0
Percent Total	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	90.2%	0.0%	90.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	8.2%	0.0%	8.2%	0.0%	0.0%	0.0%	0.0%	0.0%

Vehicle and mobile equipment
mechanics, installers, and
repairers : 49-3000 / 7140

Total	1,110	25	1,070	10	0	0	0	0
Male	1,110	25	1,070	10	0	0	0	0
Female	0	0	0	0	0	0	0	0
Percent Total	100.0%	2.3%	96.4%	0.9%	0.0%	0.0%	0.0%	0.0%
Percent Male	100.0%	2.3%	96.4%	0.9%	0.0%	0.0%	0.0%	0.0%
Percent Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

All Skilled Crafts
Windham County

Total	2955	54	2845	14	0	0	0	34
Male	2900	54	2795	14	0	0	0	30
Female	45	0	45	0	0	0	0	4
Percent Total	100.0%	1.8%	96.3%	0.5%	0.0%	0.0%	0.0%	1.2%
Percent Male	98.1%	1.8%	94.6%	0.5%	0.0%	0.0%	0.0%	1.0%
Percent Female	1.5%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.1%

EEO Category 6: Skilled Crafts/Tolland County

	Total All Groups	Hispanic or Latino	White alone	American			Native Hawaiian / Pacific Islander		Balance of not Hispanic or Latino
				Black or African American alone	Indian / Alaska Native alone	Asian alone	Hawaiian / Pacific Islander alone		
Boilermakers :									
47-2011 / 6210	35	0	35	0	0	0	0	0	0
Male	35	0	35	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0
Percent Total	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Carpenters :									
47-2031 / 6230	645	45	565	25	0	0	0	0	10
Male	640	45	560	25	0	0	0	0	10
Female	4	0	4	0	0	0	0	0	0
Percent Total	100.0%	7.0%	87.6%	3.9%	0.0%	0.0%	0.0%	0.0%	1.6%
Percent Male	99.2%	7.0%	86.8%	3.9%	0.0%	0.0%	0.0%	0.0%	1.6%
Percent Female	0.6%	0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Electricians :									
47-2111 / 6355	560	0	550	0	0	0	0	0	15
Male	520	0	510	0	0	0	0	0	15
Female	40	0	40	0	0	0	0	0	0
Percent Total	100.0%	0.0%	98.2%	0.0%	0.0%	0.0%	0.0%	0.0%	2.7%
Percent Male	92.9%	0.0%	91.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.7%
Percent Female	7.1%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Painters and paperhangers :
 47-2140 / 6410

Total	460	235	225	0	0	0	0	0	0
Male	455	235	220	0	0	0	0	0	0
Female	10	0	10	0	0	0	0	0	0
Percent Total	100.0%	51.1%	48.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	98.9%	51.1%	47.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	2.2%	0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Pipelayers, plumbers,
 pipefitters, and steamfitters :
 47-2150 / 6441

Total	305	0	305	0	0	0	0	0	0
Male	305	0	305	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0
Percent Total	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Vehicle and mobile equipment
 mechanics, installers, and
 repairers : 49-3000 / 7140

Total	1,120	15	1,105	0	0	0	0	0	0
Male	1,065	0	1,065	0	0	0	0	0	0
Female	60	15	45	0	0	0	0	0	0
Percent Total	100.0%	1.3%	98.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	95.1%	0.0%	95.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	5.4%	1.3%	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

All Skilled Crafts
 Tolland County

Total	3125	295	2785	25	0	0	0	25	0
Male	3020	280	2695	25	0	0	0	0	0
Female	114	15	58	0	0	0	0	0	0
Percent Total	100.0%	9.4%	89.1%	0.8%	0.0%	0.0%	0.0%	0.8%	0.0%
Percent Male	96.6%	9.0%	86.2%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	3.6%	0.5%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

EEO Category 7: Protective Services/Windham County

	Total All Groups	Hispanic or Latino	White		Black or African American		American Indian /Alaska Native		Asian alone		Native Hawaiian /Pacific Islander alone		Balance of not Hispanic or Latino
			alone	%	alone	%	alone	%	alone	%	alone	%	
First-line supervisors of law enforcement workers : 33-1010 / 3700	80	10	70	0	0	0	0	0	0	0	0	0	0
Male	70	0	70	0	0	0	0	0	0	0	0	0	0
Female	10	10	0	0	0	0	0	0	0	0	0	0	0
Percent Total	100.0%	12.5%	87.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	87.5%	0.0%	87.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	12.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	350	15	335	0	0	0	0	0	0	0	0	0	0
Male	340	15	325	0	0	0	0	0	0	0	0	0	0
Female	10	0	10	0	0	0	0	0	0	0	0	0	0
Percent Total	100.0%	4.3%	95.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	97.1%	4.3%	92.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	2.9%	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	110	30	80	0	0	0	0	0	0	0	0	0	0
Male	80	20	60	0	0	0	0	0	0	0	0	0	0
Female	30	10	20	0	0	0	0	0	0	0	0	0	0
Percent Total	100.0%	27.3%	72.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	72.7%	18.2%	54.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	27.3%	9.1%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All Protective Services Windham County	540	55	485	0	0	0	0	0	0	0	0	0	0
Male	490	35	455	0	0	0	0	0	0	0	0	0	0
Female	50	20	30	0	0	0	0	0	0	0	0	0	0
Percent Total	100.0%	10.2%	89.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	90.7%	6.5%	84.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	9.3%	3.7%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

EEO Category 7: Protective Services/Tolland County

	Total All Groups	Hispanic or Latino	White		Black or African American		American Indian /Alaska Native		Asian alone		Native Hawaiian /Pacific Islander alone		Balance of not Hispanic or Latino
			alone	alone	alone	alone	alone	alone	alone	alone			
First-line supervisors of law enforcement workers : 33-1010 / 3700	95	0	95	0	0	0	0	0	0	0	0	0	0
Male	90	0	90	0	0	0	0	0	0	0	0	0	0
Female	4	0	4	0	0	0	0	0	0	0	0	0	0
Percent Total	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	94.7%	0.0%	94.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	4.2%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	405	0	395	0	0	0	0	0	0	0	0	0	15
Male	355	0	345	0	0	0	0	0	0	0	0	0	15
Female	50	0	50	0	0	0	0	0	0	0	0	0	0
Percent Total	100.0%	0.0%	97.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%
Percent Male	87.7%	0.0%	85.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%
Percent Female	12.3%	0.0%	12.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	275	50	190	0	0	0	0	0	0	0	0	0	35
Male	180	50	130	0	0	0	0	0	0	0	0	0	0
Female	95	0	60	0	0	0	0	0	0	0	0	0	35
Percent Total	100.0%	18.2%	69.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.7%
Percent Male	65.5%	18.2%	47.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	34.5%	0.0%	21.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.7%
All Protective Services Tolland County	775	50	680	0	0	0	0	0	0	0	0	0	50
Male	625	50	565	0	0	0	0	0	0	0	0	0	15
Female	149	0	114	0	0	0	0	0	0	0	0	0	35
Percent Total	100.0%	6.5%	87.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.5%
Percent Male	80.6%	6.5%	72.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%
Percent Female	19.2%	0.0%	14.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%

EEO Category 8: Maintenance/Windham County

	Total All Groups	Hispanic or Latino	White alone	Black or African American			American Indian / Alaska Native			Asian alone	Native Hawaiian / Pacific Islander		Balance of not Hispanic or Latino
				alone	alone	alone	alone	alone	alone		alone		
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	115	0	110	0	0	0	0	0	0	0	0	4	
Total	115	0	110	0	0	0	0	0	0	0	0	4	
Male	85	0	85	0	0	0	0	0	0	0	0	4	
Female	30	0	30	0	0	0	0	0	0	0	0	0	
Percent Total	100.0%	0.0%	95.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.5%	
Percent Male	73.9%	0.0%	73.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.5%	
Percent Female	26.1%	0.0%	26.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	90	0	90	0	0	0	0	0	0	0	0	0	
Total	90	0	90	0	0	0	0	0	0	0	0	0	
Male	45	0	45	0	0	0	0	0	0	0	0	0	
Female	45	0	45	0	0	0	0	0	0	0	0	0	
Percent Total	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Percent Male	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Percent Female	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Building cleaning workers : 37-2010 / 4220	1,470	365	1,075	4	0	0	0	0	0	0	0	25	
Total	1,470	365	1,075	4	0	0	0	0	0	0	0	25	
Male	920	240	670	0	0	0	0	0	0	0	0	15	
Female	550	125	405	4	0	0	0	0	0	0	0	10	
Percent Total	100.0%	24.8%	73.1%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%	
Percent Male	62.6%	16.3%	45.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	
Percent Female	37.4%	8.5%	27.6%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	

Grounds maintenance workers :
 37-3010 / 4251

Total	860	190	665	0	0	0	0	10
Male	825	175	645	0	0	0	0	10
Female	35	15	20	0	0	0	0	0
Percent Total	100.0%	22.1%	77.3%	0.0%	0.0%	0.0%	0.0%	1.2%
Percent Male	95.9%	20.3%	75.0%	0.0%	0.0%	0.0%	0.0%	1.2%
Percent Female	4.1%	1.7%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%

Material recording, scheduling,
 dispatching, and distributing
 workers : 43-5XXX / 5500

Total	975	195	735	40	0	0	0	0
Male	600	85	475	40	0	0	0	0
Female	375	115	260	0	0	0	0	0
Percent Total	100.0%	20.0%	75.4%	4.1%	0.0%	0.0%	0.0%	0.0%
Percent Male	61.5%	8.7%	48.7%	4.1%	0.0%	0.0%	0.0%	0.0%
Percent Female	38.5%	11.8%	26.7%	0.0%	0.0%	0.0%	0.0%	0.0%

Postal service workers :
 43-5050 / 5540

Total	385	0	375	15	0	0	0	0
Male	135	0	125	15	0	0	0	0
Female	250	0	250	0	0	0	0	0
Percent Total	100.0%	0.0%	97.4%	3.9%	0.0%	0.0%	0.0%	0.0%
Percent Male	35.1%	0.0%	32.5%	3.9%	0.0%	0.0%	0.0%	0.0%
Percent Female	64.9%	0.0%	64.9%	0.0%	0.0%	0.0%	0.0%	0.0%

All Maintenance
 Windham County

Total	3895	750	3050	59	0	0	0	39
Male	2610	500	2045	55	0	0	0	29
Female	1285	255	1010	4	0	0	0	10
Percent Total	100.0%	19.3%	78.3%	1.5%	0.0%	0.0%	0.0%	1.0%
Percent Male	67.0%	12.8%	52.5%	1.4%	0.0%	0.0%	0.0%	0.7%
Percent Female	33.0%	6.5%	25.9%	0.1%	0.0%	0.0%	0.0%	0.3%

EEO Category 8: Maintenance/Tolland County

	Total All Groups	Hispanic or Latino	White alone	American Indian / Alaska Native alone			Asian alone	Native Hawaiian / Pacific Islander alone		Balance of not Hispanic or Latino
				Black or African American alone	Indian / Alaska Native alone	Alaska Native alone		Hawaiian / Pacific Islander alone		
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210										
Total	140	0	140	0	0	0	0	0	0	0
Male	140	0	140	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Percent Total	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200										
Total	65	0	65	0	0	0	0	0	0	0
Male	50	0	50	0	0	0	0	0	0	0
Female	15	0	15	0	0	0	0	0	0	0
Percent Total	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	76.9%	0.0%	76.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	23.1%	0.0%	23.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Building cleaning workers : 37-2010 / 4220										
Total	1,320	85	1,085	95	0	20	0	0	35	
Male	810	70	655	75	0	0	0	0	4	
Female	510	15	430	20	0	20	0	0	30	
Percent Total	100.0%	6.4%	82.2%	7.2%	0.0%	1.5%	0.0%	0.0%	2.7%	
Percent Male	61.4%	5.3%	49.6%	5.7%	0.0%	0.0%	0.0%	0.0%	0.3%	
Percent Female	38.6%	1.1%	32.6%	1.5%	0.0%	1.5%	0.0%	0.0%	2.3%	

Grounds maintenance workers :
 37-3010 / 4251

Total	885	40	825	0	0	0	0	20
Male	785	40	730	0	0	0	0	20
Female	100	0	100	0	0	0	0	0
Percent Total	100.0%	4.5%	93.2%	0.0%	0.0%	0.0%	0.0%	2.3%
Percent Male	88.7%	4.5%	82.5%	0.0%	0.0%	0.0%	0.0%	2.3%
Percent Female	11.3%	0.0%	11.3%	0.0%	0.0%	0.0%	0.0%	0.0%

Material recording, scheduling,
 dispatching, and distributing
 workers : 43-5XXX / 5500

Total	715	60	605	10	0	45	0	0
Male	395	55	320	10	0	10	0	0
Female	320	4	285	0	0	30	0	0
Percent Total	100.0%	8.4%	84.6%	1.4%	0.0%	6.3%	0.0%	0.0%
Percent Male	55.2%	7.7%	44.8%	1.4%	0.0%	1.4%	0.0%	0.0%
Percent Female	44.8%	0.6%	39.9%	0.0%	0.0%	4.2%	0.0%	0.0%

Postal service workers :
 43-5050 / 5540

Total	260	20	245	0	0	0	0	0
Male	205	20	185	0	0	0	0	0
Female	55	0	55	0	0	0	0	0
Percent Total	100.0%	7.7%	94.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	78.8%	7.7%	71.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	21.2%	0.0%	21.2%	0.0%	0.0%	0.0%	0.0%	0.0%

All Maintenance
 Tolland County

Total	3385	205	2965	105	0	65	0	55
Male	2385	185	2080	85	0	10	0	24
Female	1000	19	885	20	0	50	0	30
Percent Total	100.0%	6.1%	87.6%	3.1%	0.0%	1.9%	0.0%	1.6%
Percent Male	70.5%	5.5%	61.4%	2.5%	0.0%	0.3%	0.0%	0.7%
Percent Female	29.5%	0.6%	26.1%	0.6%	0.0%	1.5%	0.0%	0.9%

Digest of Education Statistics

Digest of Education Statistics, Table 315.20, Fall 2022
Faculty Data

Academic Rank	TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNP		Two or More	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PROFESSOR	183,570	116,028	67,542	89,250	52,171	4,307	3,513	4,891	3,326	16,765	7,868	815	664
		63.2%	36.8%	48.6%	28.4%	2.3%	1.9%	2.7%	1.8%	9.1%	4.3%	1.2%	1.0%
ASSOCIATE PROFESSOR	153,827	79,932	73,895	58,080	53,856	4,224	5,291	4,515	4,131	12,218	9,607	895	1,010
		52.0%	48.0%	37.8%	35.0%	2.7%	3.4%	2.9%	2.7%	7.9%	6.2%	1.2%	1.4%
ASSISTANT PROFESSOR	156,020	69,225	86,795	46,595	59,075	4,797	8,106	4,740	5,663	11,933	12,177	1,160	1,774
		44.4%	55.6%	29.9%	37.9%	3.1%	5.2%	3.0%	3.6%	7.6%	7.8%	1.3%	2.0%

(Original data prepared in Nov. 2023)

Table 315.20. Full-time faculty in degree-granting postsecondary institutions, by race/ethnicity, sex, and academic rank: Fall 2022

Year, sex, and academic rank	American Indian/Alaska Native, Asian, Black, Hispanic, Pacific Islander, Two or more races										Race/ethnicity unknown	Nonresident
	Total	Percent	American Indian/Alaska Native	Asian	Black	Hispanic	Pacific Islander	Two or more races	White			
2022	2	4	5	6	7	8	9	10	11	12	13	
Total	842,407	27.6	3,338	96,128	49,454	48,668	1,171	11,032	550,316	29,987	52,313	
Male	434,408	27.0	1,553	53,413	20,477	23,685	539	4,894	282,700	15,428	31,719	
Professors	119,908	23.1	306	16,342	4,307	4,891	117	815	89,250	2,572	1,308	
Associate professors	84,864	27.3	297	11,816	4,224	4,515	105	895	58,080	2,788	2,144	
Assistant professors	81,427	32.7	273	11,542	4,797	4,740	118	1,160	46,595	4,082	8,120	
Instructors	40,245	26.5	341	2,467	2,625	3,805	94	601	27,612	1,642	1,058	
Lecturers	20,577	22.6	72	1,315	1,055	1,488	17	288	14,530	829	983	
Other faculty	87,387	29.1	264	9,931	3,469	4,246	88	1,135	46,633	3,515	18,106	
Female	407,999	28.2	1,785	42,715	28,977	24,983	632	6,138	267,616	14,559	20,594	
Professors	69,454	22.8	269	7,500	3,513	3,326	99	664	52,171	1,376	536	
Associate professors	77,375	27.1	300	9,164	5,291	4,131	143	1,010	53,856	2,209	1,271	
Assistant professors	96,998	31.9	418	11,623	8,106	5,663	136	1,774	59,075	4,469	5,734	
Instructors	54,051	28.3	357	3,537	4,674	4,872	139	863	36,597	2,159	853	
Lecturers	26,440	25.1	85	2,085	1,434	2,144	22	389	18,399	945	937	
Other faculty	83,681	31.2	356	8,806	5,959	4,847	93	1,438	47,518	3,401	11,263	

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Human Resources component Fall Staff section, Spring 2021 through Spring 2022 (final data) and Spring 2023 (provisional data). (This table was prepared November 2023.)

Digest of Education Statistics, Table 314.40, Fall 2022
Management and Professionals

STAFF	TOTAL		TOTAL		WHITE		BLACK		HISPANIC		AAIANHNP		Two or More	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Management	110,305	157,192	83,304	111,043	11,040	20,633	8,273	14,151	6,177	8,679	1,511	2,686	1,511	2,686
	41.2%	58.8%	31.1%	41.5%	4.1%	7.7%	3.1%	5.3%	2.3%	3.2%	0.6%	1.0%	0.6%	1.0%
Business & Financial Operations	61,528	169,350	42,613	111,057	6,206	20,908	6,785	19,523	4,763	14,374	1,161	3,488	1,161	3,488
	26.6%	73.4%	18.5%	48.1%	2.7%	9.1%	2.9%	8.5%	2.1%	6.2%	0.5%	1.5%	0.5%	1.5%
Computers, Science & Engineering	129,958	91,545	91,483	57,564	8,426	7,759	11,964	9,061	15,490	15,116	2,595	2,045	2,595	2,045
	58.7%	41.3%	41.3%	26.0%	3.8%	3.5%	5.4%	4.1%	7.0%	6.8%	1.2%	0.9%	1.2%	0.9%
Community, Social Service, Legal, arts, design.	83,776	111,686	60,236	75,948	11,098	13,206	7,447	13,315	3,265	6,342	1,730	2,875	1,730	2,875
	42.9%	57.1%	30.8%	38.9%	5.7%	6.8%	3.8%	6.8%	1.7%	3.2%	0.9%	1.5%	0.9%	1.5%
Healthcare Practitioners & Technicians	28,742	76,622	18,209	49,337	2,547	9,201	2,968	7,955	4,455	8,783	563	1,346	563	1,346
	27.3%	72.7%	17.3%	46.8%	2.4%	8.7%	2.8%	7.6%	4.2%	8.3%	0.5%	1.3%	0.5%	1.3%
Librarians, Curators, & Archivists	10,795	25,408	8,496	19,246	652	2,099	901	1,814	588	1,755	158	494	158	494
	29.8%	70.2%	23.5%	53.2%	1.8%	5.8%	2.5%	5.0%	1.6%	4.8%	0.4%	1.4%	0.4%	1.4%
Student & Academic Affairs & Other Education Services	50,143	113,652	33,885	75,178	6,511	16,278	5,757	13,425	2,947	6,236	1,043	2,535	1,043	2,535
	30.6%	69.4%	20.7%	45.9%	4.0%	9.9%	3.5%	8.2%	1.8%	3.8%	0.9%	2.2%	0.9%	2.2%
All Professional	364,942	588,263	254,922	388,330	35,440	69,451	35,822	65,093	31,508	52,606	7,250	12,783	7,250	12,783
	38.3%	61.7%	26.7%	40.7%	3.7%	7.3%	3.8%	6.8%	3.3%	5.5%	1.2%	2.2%	1.2%	2.2%

(Original data prepared in December 2023)

Table 314.40. Employees in degree-granting postsecondary institutions, by race/ethnicity, sex, employment status, control and level of institution, and primary occupation: Fall 2022

Sex, employment status, control and level of institution, and primary occupation	American Indian/Alaska Native, Asian, Black, Hispanic, Pacific Islander, and two or more races										Race/ethnicity unknown	Total	
	Total	American Indian/Alaska Native		Asian		Black		Hispanic		Pacific Islander			
		2	3	4	5	6	7	8	9	10			11
All institutions	3,880,322	1,104,995	31.8	19,218	283,219	379,129	349,422	7,488	66,519	2,373,021	176,513	225,793	
Male	1,708,740	446,421	29.8	8,010	129,793	139,662	139,823	3,289	25,844	1,050,823	82,198	129,298	
Faculty (instruction/research/public service)	731,113	169,707	25.8	2,978	69,913	43,158	43,923	1,158	8,577	486,912	38,865	35,629	
Instruction	661,867	154,283	25.4	2,855	60,640	41,138	40,761	1,089	7,800	453,814	35,741	18,029	
Research	53,582	11,288	33.1	76	7,212	1,155	2,207	46	572	22,739	2,530	17,045	
Public service	15,664	4,156	47	2,061	865	955	23	205	10,359	594	594	17,555	
Graduate assistants	196,558	38,563	35.8	372	15,263	6,812	11,927	187	4,002	69,092	10,252	78,651	
Librarians, curators, and archivists	11,266	2,289	21.3	56	512	852	901	20	158	8,498	382	89	
Student and academic affairs and other education services	53,306	16,258	32.4	374	2,366	6,511	5,757	187	1,043	33,885	2,356	807	
Management	114,505	27,001	24.5	536	5,424	11,040	8,273	217	1,511	83,304	3,514	686	
Business and financial operations	64,945	18,915	30.7	314	4,301	6,206	6,785	148	1,161	42,613	2,765	652	
Computer, engineering, and science	143,475	38,475	29.6	601	14,646	8,426	11,964	243	2,595	91,483	5,450	8,067	
Community, social service, legal, arts, design, entertainment, sports, and media	88,771	23,540	28.1	458	2,491	11,098	7,447	316	1,730	60,236	4,337	658	
Healthcare practitioners and technicians	32,801	10,533	36.6	82	4,331	2,547	2,968	42	563	18,209	2,244	1,815	
Service occupations	124,707	53,357	45.2	1,130	4,566	25,673	19,800	393	1,795	64,780	5,647	923	
Sales and related occupations	3,536	1,202	36.1	30	116	545	391	22	98	2,132	180	22	
Office and administrative support	67,348	26,362	41.7	395	4,124	9,147	10,900	158	1,638	36,927	3,050	1,007	
Natural resources, construction, and maintenance	62,217	15,480	26.0	561	1,259	5,721	7,029	152	758	43,947	2,568	222	
Production, transportation, and material moving	14,194	4,729	34.9	123	461	2,126	1,758	46	215	8,807	588	70	
Female	2,171,582	658,574	33.2	11,208	153,426	239,467	209,599	4,199	40,675	1,322,198	94,315	96,495	
Faculty (instruction/research/public service)	776,528	198,768	27.9	3,704	83,159	68,897	49,615	1,441	11,952	512,417	41,005	24,338	
Instruction	715,575	182,235	27.4	3,482	85,151	65,529	45,801	1,378	10,894	481,913	38,017	13,410	
Research	43,016	11,116	36.8	119	5,908	1,730	2,587	33	739	19,050	2,327	10,523	
Public service	17,937	5,417	32.1	103	2,100	1,638	1,227	30	319	11,454	661	405	
Graduate assistants	202,304	49,856	37.1	542	16,481	11,480	15,526	209	5,618	84,686	11,201	56,561	
Librarians, curators, and archivists	26,398	6,162	24.3	163	1,537	2,089	1,814	55	494	19,246	821	169	
Student and academic affairs and other education services	119,084	38,474	33.9	893	5,045	16,278	13,425	298	2,535	75,178	4,292	1,150	
Management	162,241	46,149	29.4	831	7,604	20,633	14,151	244	2,666	111,043	4,319	730	
Business and financial operations	176,575	58,293	34.4	903	13,100	20,908	19,523	371	3,488	111,057	5,812	1,413	
Computer, engineering, and science	101,889	33,981	37.1	449	14,531	7,759	9,061	136	2,045	57,564	4,122	6,222	
Community, social service, legal, arts, design, entertainment, sports, and media	117,067	35,738	32.0	712	5,277	13,206	13,315	353	2,875	75,948	4,550	831	
Healthcare practitioners and technicians	82,365	27,285	35.6	242	8,447	9,201	7,955	94	1,346	49,337	3,934	1,809	
Service occupations	96,376	48,839	53.8	731	4,487	21,826	20,066	285	1,444	41,978	4,389	1,170	
Sales and related occupations	7,147	2,791	41.5	67	254	1,284	927	22	237	3,939	389	28	
Office and administrative support	294,689	109,129	38.5	1,879	13,208	44,413	43,178	666	5,785	174,487	9,067	1,986	
Natural resources, construction, and maintenance	5,769	1,854	34.3	62	211	798	672	13	98	3,558	292	65	
Production, transportation, and material moving	3,160	1,255	41.6	30	85	685	371	12	72	1,760	122	23	

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Human Resources component, Spring 2023 (provisional data). (This table was prepared December 2023.)