

**8. UTILIZATION ANALYSIS
AND
HIRING/PROMOTION GOALS**

SECTION 46a-68-85

EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-85
UTILIZATION ANALYSIS AND HIRING AND PROMOTIONAL GOALS

Subsection (a):

To determine whether protected classes are fully and fairly utilized, the representation of protected group populations in the workforce shall be compared to the availability of such persons for employment. Comparisons between the Eastern Connecticut State University workforce and the availability base calculated in the Availability Analysis Section 46a-68-84 of the Regulations of Connecticut State Agencies was done by occupational category, position classifications employing a significant number of persons and job titles for which a separate base was calculated.

Subsection (b):

For each instance of underutilization identified in the Utilization Analysis, employment goals were set to increase representation of protected class members in the Eastern Connecticut State University workforce. The University set employment goals for job titles filled through original appointment or promotional appointment. The objective of such goals is to attain parity with the availability base for such protected class members.

Subsection (c):

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

I. Executive

Category/Class:
Labor Market Area:
Data Resource:

C1/National

Anal/Workforce Anal

Data Current To:

March 31, 2024

	Total	Total		White		Black		Hispanic		AAIANH		2 or More	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
WORKFORCE %	100	45.2	54.8	35.5	41.9	6.5	6.5	3.2	3.2	0.0	3.2	0.0	0.0
FINAL AVAILABILITY BASE %	100	40.0	60.0	30.8	45.2	3.8	5.9	2.8	5.5	1.9	2.7	0.7	0.7
WORKFORCE NOS.	31	14	17	11	13	2	2	1	1	0	1	0	0
WORKFORCE PARITY NOS.	31	12.4	18.6	9.5	14.0	1.2	1.8	0.9	1.7	0.6	0.8	0.2	0.2
NET UTILIZATION (+/-)	0	1.6	-1.6	1.5	-1.0	0.8	0.2	0.1	-0.7	-0.6	0.2	-0.2	-0.2
PREVIOUS UTILIZATION	0	1.9	-1.9	0.3	+1.2	2.0	-0.6	0.3	-0.3	-0.5	0.3	-0.2	-0.2
Previous Plan Goals	2	1	1							1	1		
Current Plan Hires	2	1	1	1	1								
Current Plan Goals	3	1	2							1	1		
Previous Plan Goals	2	0	2										
Current Plan Promotions	4	1	3	1	2								
Current Plan Goals	0	0	0										
Previous Plan Goals	0	0											
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										

*111' goal includes 111' & 21'

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HAPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
WORKFORCE %	100	54.8	45.2	38.7	34.4	7.5	2.2	4.3	1.1	4.3	6.5	0.0	1.1 A.
FINAL AVAILABILITY BASE %	100	66.8	33.2	47.4	28.5	3.8	0.3	7.5	0.2	8.0	4.1	0.1	0.1 B.
WORKFORCE NOS.	93	51	42	36	32	7	2	4	1	4	6	0	1 C.
WORKFORCE PARITY NOS.	93	62.1	30.9	44.1	26.5	3.5	0.3	6.9	0.2	7.5	3.8	0.1	0.1 D.
NET UTILIZATION (+/-)	0	-11.1	11.1	-8.1	5.5	3.5	1.7	-2.9	0.8	-3.5	2.2	-0.1	0.9 E.
PREVIOUS UTILIZATION	0	-8.9	8.9	-20.9	8.3	7.8	1.8	1.0	0.8	3.3	-2.9	-0.1	0.9 F.
Previous Plan Goals	0	0	0										G.
Current Plan Uses	0	0	0										I.
Current Plan Goals	0	0	0										I.
Previous Plan Goals	24	21	3	21							3		J.
Current Plan Promotions	8	5	3	5	2						1		K.
Current Plan Goals	15	15	0	8				3		4			L.
Previous Plan Goals	0	0	0										M.
Current Plan Promotions	0	0	0										N.
Current Plan Goals	0	0	0										O.
HIRING GOALS													
PROMO GOALS													
UPWARD/CAREER MOBILITY GOALS													

II. Faculty - Associate Professor

CI/National

Avail/Workforce Anal.

Data Current To:

March 31, 2024

	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
WORKFORCE %	100	59.6	40.4	46.2	26.9	3.8	5.8	3.8	1.9	5.8	5.8	0.0	0.0
FINAL AVAILABILITY BASE %	100	45.9	54.1	28.2	40.5	0.2	0.4	4.4	4.3	13.0	8.8	0.1	0.1
WORKFORCE NOS.	52	31	21	24	14	2	3	2	1	3	3	0	0
WORKFORCE PARITY NOS.	52	23.9	28.1	14.7	21.0	0.1	0.2	2.3	2.3	6.8	4.6	0.0	0.0
NET UTILIZATION (+/-)	0	7.1	-7.1	9.3	-7.0	1.9	2.8	-0.3	1.3	-3.8	-1.6	0.0	0.0
PREVIOUS UTILIZATION	0	5.0	-5.0	5.3	-11.0	-1.4	2.8	1.8	-1.4	-0.7	3.6	0.0	0.0
Previous Plan Goals	0	0	0										
Current Plan Hires	0	0	0										
Current Plan Goals	0	0	0										
Previous Plan Goals	14	2	12		11	1			1	1			
Current Plan Promotions	5	2	3	2	2				1				
Current Plan Goals	14	4	10		7				1	4	2		
Previous Plan Goals	0	0											
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										

II. Faculty - Assistant Professor

Category/Class: CI/National
 Labor Market Area: Avail/Workforce Anal
 Data Resource: March 31, 2024

Data Current To: March 31, 2024

	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
WORKFORCE %	100	47.8	52.2	30.4	34.8	0.0	0.0	4.3	0.0	13.0	17.4	0.0	0.0
FINAL AVAILABILITY BASE %	100	45.2	54.8	31.1	37.9	2.8	4.9	2.9	3.4	7.6	7.5	0.8	1.1
WORKFORCE NOS.	23	11	12	7	8	0	0	1	0	3	4	0	0
WORKFORCE PARITY NOS.	23	10.4	12.6	7.2	8.7	0.6	1.1	0.7	0.8	1.7	1.7	0.2	0.3
NET UTILIZATION (+/-)	0	0.6	-0.6	-0.2	-0.7	-0.6	-1.1	0.3	-0.8	1.3	2.3	-0.2	-0.3
PREVIOUS UTILIZATION	0	-0.2	0.2	-1.2	-1.0	-0.8	-1.4	0.2	0.1	1.9	1.9	-0.2	0.7
Previous Plan Goals	5	2	3	1	1	1	1						1
Current Plan Hires	3	1	2	1	1								1
Current Plan Goals	5	1	4	1	1	1	1		1				1
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										

*Work goal included both TWOP and Twom,

III. Professional Nonfaculty

Category/Class: C1/National
 Labor Market Area:
 Data Resource:

March 31, 2024

Avail/Workforce Anal

Data Current To:

	Total	Total		White		Black		Hispanic		AAIANH		2 or More	
		Male	Female	Male	Female	Male	Female	Male	Female	NPI Male	NPI Female	Male	Female
WORKFORCE %	100	41.1	58.9	32.5	41.7	4.6	6.0	2.6	7.3	1.3	1.3	0.0	2.6 A.
FINAL AVAILABILITY BASE %	100	36.0	64.0	26.4	46.5	3.2	6.0	3.5	6.7	2.3	3.7	0.7	1.2 B.
WORKFORCE NOS.	151	62	89	49	63	7	9	4	11	2	2	0	4 C.
WORKFORCE PARITY NOS.	151	54.4	96.6	39.8	70.2	4.8	9.0	5.2	10.1	3.5	5.5	1.1	1.8 D.
NET UTILIZATION (+/-)	0	7.57	-7.57	9.2	-7.2	2.2	0.0	-1.2	0.9	-1.5	-3.5	-1.1	2.2 E.
PREVIOUS UTILIZATION	0	8.1	-8.1	9.9	-4.2	0.8	-1.0	-0.5	0.4	-1.1	-3.8	-0.9	0.5 F.
Previous Plan Goals	12	3	9		4		1	1		1	4	1	G.
Current Plan Hires	23	7	16	7	9	2			2		1		11
Current Plan Goals	15	4	11		7			1		2	4	1	I.
Previous Plan Goals	0	0	0										J.
Current Plan Promotions	1	1	0			1							K.
Current Plan Cross	0	0	0										L.
Previous Plan Goals	0	0	0										M.
Current Plan Promotions	0	0	0										N.
Current Plan Cross	0	0	0										O.

	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
WORKFORCE %	100	0.0	100.0	0.0	75.8	0.0	6.1	0.0	9.1	0.0	6.1	0.0	3.0 A.
FINAL AVAILABILITY BASE %	100	17.9	82.1	13.6	71.5	2.6	2.5	1.6	6.6	0.0	0.8	0.1	0.7 B.
WORKFORCE NOS.	33	0	33	0	25	0	2	0	3	0	2	0	1 C.
WORKFORCE PARITY NOS.	33	5.9	27.1	4.5	23.6	0.9	0.8	0.5	2.2	0.0	0.3	0.0	0.2 D.
NET UTILIZATION (+/-)	0	-5.9	5.9	-4.5	1.4	-0.9	1.2	-0.5	0.8	0.0	1.7	0.0	0.8 E.
PREVIOUS UTILIZATION	0	-5.6	5.6	-4.2	0.8	-0.8	1.2	-0.5	2.0	0.0	1.7	0.0	-0.2 F.
Previous Plan Goals	6	6	0	4		1		1					G.
Current Plan Hires	6	0	6	5		1							1 I.
Current Plan Goals	7	7	0	5		1		1					1
Previous Plan Goals	0	0	0										J.
Current Plan Promotions	0	0	0										K.
Current Plan Goals	0	0	0										L.
Previous Plan Goals	0	0	0										M.
Current Plan Promotions	0	0	0										N.
Current Plan Goals	0	0	0										O.
UPWARD/ CAREER MOBILITY GOALS													

FORM 85A

V. Technical Paraprofessional

Category/Class:
Labor Market Area:
Data Resource:

CT/Windham

Avail/Workforce Anal.

Data Current To:

March 31, 2024

	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
WORKFORCE %	100	50.0	50.0	50.0	25.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0
FINAL AVAILABILITY BASE %	100	48.0	52.0	42.2	43.4	2.2	0.3	0.0	0.0	3.9	2.9	2.7	1.5
WORKFORCE NOS.	4	2	2	2	1	0	0	0	0	1	0	0	0
WORKFORCE PARITY NOS.	4	1.9	2.1	1.7	1.7	0.1	0.0	0.0	0.0	0.2	0.1	0.1	0.1
NET UTILIZATION (+/-)	0	0.1	-0.1	0.3	-0.7	-0.1	0.0	0.0	0.0	0.8	-0.1	-0.1	-0.1
PREVIOUS UTILIZATION	0	0.1	-0.1	0.3	-0.7	-0.1	0.0	0.0	0.0	0.8	-0.1	-0.1	-0.1
Previous Plan Goals	1	0	1		1								
Current Plan Hires	0	0	0										
Current Plan Goals	1	0	1		1								
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
UPWARD/ CAREER MOBILITY GOALS													

VI. Skilled Crafts

Category/Class:
Labor Market Area:
Data Resource:

Windham County
Avali/Workforce Anal.

March 31, 2024

Data Current To:

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNP1 Male	AAIAN NPI Female	2 or More Male	2 or More Female
WORKFORCE %	100	97.3	2.7	83.8	2.7	2.7	0.0	10.8	0.0	0.0	0.0	0.0	0.0
FINAL AVAILABILITY BASE %	100	87.2	12.8	72.6	5.7	1.4	0.0	9.5	7.0	1.8	0.1	1.8	0.1
WORKFORCE NOS.	37	36	1	31	1	1	0	4	0	0	0	0	0
WORKFORCE PARITY NOS.	37	32.3	4.7	26.9	2.1	0.5	0.0	3.5	2.6	0.7	0.0	0.7	0.0
NET UTILIZATION (+/-)	0	3.7	-3.7	4.1	-1.1	0.5	0.0	0.5	-2.6	-0.7	0.0	-0.7	0.0
PREVIOUS UTILIZATION	0	3.5	-3.5	4.5	-0.9	0.5	0.0	-0.3	-2.5	-0.6	0.0	-0.6	0.0
Previous Plan Goals	6	2	4	1	1				3	1		1	
Current Plan Hires	2	2	0	1				1					
Current Plan Goals	0	0	0										
Previous Plan Goals	0	0	0		1				3	1		1	
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
UPWARD/CAREER MOBILITY GOALS	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										

FORM 45A

Category/Class:
Labor Market Area:
Data Resource:

VII. Protective Services

CT/Windham
Aval/Worforce Anal.

Data Current To: March 31, 2024

	Total	Total		White		Black		Hispanic		AAJIAN		2 or More		
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
WORKFORCE %	100	66.7	33.3	47.6	28.6	0.0	0.0	9.5	4.8	4.8	0.0	4.8	0.0	A.
FINAL AVAILABILITY BASE %	100	85.8	14.2	78.4	10.1	0.0	0.0	6.5	1.9	0.0	0.0	1.0	2.2	B.
WORKFORCE NOS.	21	14	7	10	6	0	0	2	1	1	0	1	0	C.
WORKFORCE PARITY NOS.	21	18.0	3.0	16.5	2.1	0.0	0.0	1.4	0.4	0.0	0.0	0.2	0.5	D.
NET UTILIZATION (+/-)	0	-4.0	4.0	-6.5	3.9	0.0	0.0	0.6	0.6	1.0	0.0	0.8	-0.5	E.
PREVIOUS UTILIZATION	0	-4.4	4.4	-7.1	4.2	0.0	0.0	0.8	0.7	1.0	0.0	0.8	-0.4	F.
Previous Plan Goals	7	7	0	7										G.
Current Plan Hires	5	4	1	4	1									H.
Current Plan Goals	8	7	1	7									1	I.
Previous Plan Goals	0	0	0											J.
Current Plan Promotions	0	0	0											K.
Current Plan Goals	0	0	0											L.
Previous Plan Goals	0	0	0											M.
Current Plan Promotions	0	0	0											N.
Current Plan Goals	0	0	0											O.
UPWARD/ CAREER MOBILITY GOALS														

VIII. Maintenance

Category/Class:
Labor Market Area:
Data Resource:

Windham County

Avail/Workforce Anal.

Data Current To:

March 31, 2024

	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
WORKFORCE %	100	45.1	54.9	15.5	21.1	1.4	0.0	28.2	33.8	0.0	0.0	0.0	0.0
FINAL AVAILABILITY BASE %	100	68.8	31.2	56.9	26.0	2.0	0.3	9.1	3.5	0.1	0.7	0.7	0.6
WORKFORCE NOS.	71	32	39	11	15	1	0	20	24	0	0	0	0
WORKFORCE PARITY NOS.	71	48.9	22.1	40.4	18.4	1.4	0.2	6.5	2.5	0.1	0.5	0.5	0.4
NET UTILIZATION (+/-)	0	-16.9	16.9	-29.4	-3.4	-0.4	-0.2	13.5	21.5	-0.1	-0.5	-0.5	-0.4
PREVIOUS UTILIZATION	0	-16.5	16.5	-28.2	-3.9	-0.4	-0.2	12.7	21.6	-0.1	-0.5	-0.5	-0.4
Previous Plan Goals	36	30	6	28	4	1				1	1	1	1
Current Plan Hires	10	8	2	2	2	1		5					
Current Plan Goals	36	31	5	29	3	1				1	1	1	1
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										

*HM goal includes BM & BI; 2F includes 2F & AM

9. EMPLOYMENT ANALYSIS

SECTION 46a-68-86

EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-86
EMPLOYMENT ANALYSIS

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

Eastern Connecticut State University has undertaken a comprehensive review of the employment activity during the reporting period to identify policies and practices that perpetuate or build in barriers to equal employment. The University has performed the following analyses:

- 1.) The University conducted a separate analysis for any occupational category or position classification for which a separate availability base has been calculated and employment activity has occurred during the reporting period through hire, termination or other personnel activity.
- 2.) Appointments to job titles are also analyzed. The Applicant Flow Analysis tracks applicants through the hiring or promotional process to identify the step at which they were no longer candidates for employment.
- 3.) The University provides information by occupational category on all matters involving personnel evaluations, discipline or other reductions in workforce.

FORM 86A

Category: **I. Executive**

Titles: **All**

Date: March 31, 2024

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	31	14	17	11	13	2	2	1	1		1		
Workforce #, Previous	27	13	14	9	11	3	1	1	1		1		
Net Change	4	1	3	2	2	-1	1						
Hires	2	1	1	1	1								
Promotion into Category	4	1	3	1	2		1						
Transfer In	1	1		1									
Total Increases	7	3	4	3	3		1						
Transfer Out	1	1					1						
End of Contract													
Retirements	1	1		1									
Return to Faculty													
Resignations	1		1		1								
Total Reductions	3	2	1	1	1	1							
Promotion within Category	1		1		1								

*AA: AAI, ANH, PI 2: Two or more races

FORM 86A

Category: **II. Faculty**

Titles: **All**

Date: March 31, 2024

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	168	93	75	67	54	9	5	7	2	10	13		1
Workforce #, Previous	175	94	81	66	55	10	5	7	4	11	14		3
Net Change	-7	-1	-6	1	-1	-1			-2	-1	1		-2
Hires	2	1	1	1	1								
Return from Mgmt.													
Total Increases	2	1	1	1	1								
End of Contract	1		1										1
Promotion to Management													
Retirements	2	1	1		1	1							
Resignations	6	1	5		1				2	1	1		1
Total Reductions	9	2	7		2	1			2	1	1		2
Promotion within Category													

*A: AMANINPI 2: Two or more races

FORM 86A

Category: **II. Faculty**
 Titles: **Assistant Professors**
 Employment Process Analysis

Date: March 31, 2024

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	23	11	12	7	8			1		3	4		
Workforce #, Previous	29	13	16	8	10			1	1	4	4		1
Net Change	-6	-2	-4	-1	-2				-1	-1			-1
Hires	2	1	1	1	1								
Promotions into Rank													
Total Increases	2	1	1	1	1								
Promotion to Associate	5	2	3	2	2				1				
End of Contract	1		1										1
Retirements													
Resignations	2	1	1		1					1			
Total Reductions	8	3	5	2	3				1	1			1
Promotion within Category													

FORM 86A

Category: **II. Faculty**
 Title: **Associate Professor**
 Employment Process Analysis

Date: March 31, 2024

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	52	31	21	24	14	2	3	2	1	3	3		
Workforce #, Previous	58	34	24	27	14	2	3	2	2	3	4		1
Net Change	-6	-3	-3	-3					-1		-1		-1
Hires													
Promotions from Asst.	5	2	3	2	2				1				
Total Increases	5	2	3	2	2				1				
Promotion to Professor	8	5	3	5	2						1		
Promote to Management													
Retirements (Vol.)													
Retirements (Invol.)													
Resignations	3		3						2				1
Total Reductions	11	5	6	5	2				2		1		1
Promotion within Category													

* A = AA/AN/NI/PI 2: Two or more races

FORM 86.A

Category: **II. Faculty**

Titles: **Professor**

Date: March 31, 2024

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	93	51	42	36	32	7	2	4	1	4	6		1
Workforce #, Previous	88	47	41	31	31	8	2	4	1	4	6		1
Net Change	5	4	1	5	1	-1							
Hires													
Promotions from Assoc	8	5	3	5	2						1		
Return from Management													
Total Increases	8	5	3	5	2						1		
Promoted to Management													
Retirements (Vol.)	2	1	1		1	1							
Retirements (Invol.)													
Resignations	1		1								1		
Total Reductions	3	1	2		1	1					1		
Promotion within Category													

*.A.A: A.A.I.A.N.I.N.I 2: Two or more races

FORM 86A

Category: **III. Prof. Nonfaculty**

Titles: **All**

Date: March 31, 2024

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	151	62	89	49	63	7	9	4	11	2	2		4
Workforce #, Previous	135	57	78	46	59	5	7	4	9	2	1		2
Net Change	16	5	11	3	4	2	2		2		1		2
Hires	23	7	16	7	9		2		2		1		2
Transfer	1	1				1							
Promote from Category 8	1	1				1							
Total Increases	25	9	16	7	9	2	2		2		1		2
Promotion to Category 1	3	2	1	2	1								
End of Contract													
Retirements (Vol.)	1	1		1									
Retirements (Invol.)													
Resignations	5	1	4	1	4								
Total Reductions	9	4	5	4	5								
Promotion within Category	17	12	5	8	3	1	1	3					1

*AA: A.M.I.N.I.P.I 2: Two or more races

FORM 86A

Category: **IV. Secretarial / Clerical**
 Titles: **All**

Date: March 31, 2024

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	33		33		25		2		3		2		1
Workforce #, Previous	31		31		23		2		4		2		
Net Change	2		2		2				-1				1
Hires	6		6		5								1
Demotion from Cat 3													
Total Increases	6		6		5								1
Death													
Promotion to Cat. III													
End of Contract													
Retirements	1		1						1				
Resignations	3		3		3								
Total Reductions	4		4		3				1				
Promotion within Category													

*AA: AA, ANI, NPI 2: Two or more races

FORM 86A

Category: **V. Technical / Paraprofessional**

Titles: **All**

Date: March 31, 2024

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	4	2	2	2	1				1				
Workforce #, Previous	4	2	2	2	1				1				
Net Change													
Hires													
Transfer In													
Total Increases													
Dismissal													
Transfer													
Promoted to Cat III													
Retirements													
Resignations													
Total Reductions													
Promotion within Category													

*AA: AAIANINPI 2: Two or more races

FORM 86A

Category: VI. Skilled Crafts

Titles: All

Date: March 31, 2024

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	37	36	1	31	1	1		4					
Workforce #, Previous	35	34	1	30	1	1		3					
Net Change	2	2		1				1					
Hires	2	2		1				1					
Promotions into Cat.													
Transfer In													
Total Increases	2	2		1				1					
Termination													
Discharge													
Layoffs													
Retirements													
Death													
Resignations													
Total Reductions													
Promotion within Category													

*AA: AAMANIINPI 2: Two or more races

FORM 86A

Category: **VII. Protective Services**

Titles: **All**

Date: March 31, 2024

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	21	14	7	10	6			2	1	1		1	
Workforce #, Previous	18	11	7	7	6			2	1	1		1	
Net Change	3	3		3									
Hires	5	4	1	4	1								
Transfer In													
Total Increases	5	4	1	4	1								
Death													
Transfer Out													
Layoff													
Retirements													
Discharge													
Resignations	2	1	1	1	1								
Total Reductions	2	1	1	1	1								
Promotion within Category	1		1						1				

*AA: AALANIINPI 2: Two or more races

FORM 86A

Category: **VIII. Maintenance**

Titles: **All**

Date: March 31, 2024

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	71	32	39	11	15	1		20	24				
Workforce #, Previous	69	31	38	11	14	1		19	24				
Net Change	2	1	1		1			1					
Hires	10	8	2	2	2	1		5					
Transfer In													
Total Increases	10	8	2	2	2	1		5					
Discharge													
Death													
Promoted to Cat. 3	1	1				1							
Retirements													
Resignations	7	6	1	2	1			4					
Total Reductions	8	7	1	2	1	1		4					
Promotion within Category	1		1		1								

*AA: AMANINPI 2: Two or more races

FORM 86B1

Category: **I. Executive**

Titles: **All**

Date: March 31, 2024

Applicant Flow Analysis: 11 hires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Reemployment list																
Employment list																
Transfer list																
Other applicants																
TOTAL APPLICANTS	15	8	7	7	6	1	1									
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	15	8	7	7	6	1	1									
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	8	5	3	4	3	1										
Not offered position	6	4	2	3	2	1										
Offered position	2	1	1	1	1											
Refused positions																
TOTAL ACCESSIONS	2	1	1	1	1											

*AA: AA/AN/HN/P; 2: 2 or more races

FORM 86B1

Category: **II. Faculty**
 Titles: **Faculty (Asst Professor)**
 Applicant Flow Analysis: Hires

Date: March 31, 2024

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Reemployment list																
Employment list																
Transfer list																
Other applicants																
TOTAL APPLICANTS	64	54	10	49	9	3			1	2						
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	64	54	10	49	9	3			1	2						
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	14	10	4	10	3				1							
Not offered position	12	9	3	9	2				1							
Offered position	2	1	1	1	1											
Refused positions																
TOTAL ACCESSIONS	2	1	1	1	1											

*AA: AA/ANI/INPL; 2: 2 or more races

FORM 86B1

Category: **II. Faculty**
 Titles: **Associate Professor**

Date: March 31, 2024

Applicant Flow Analysis: Hires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Reemployment list																
Employment list																
Transfer list																
Other applicants																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

*AA: AA1,AA2,AA3; 2: 2 or more races

FORM 86B1

Category: **II. Faculty**
Titles: **Professor**

Date: March 31, 2024

Applicant Flow Analysis: Hires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Reemployment list																
Employment list																
Transfer list																
Other applicants																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

*AA: AAIANIINPI; 2: 2 or more races

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Reemployment list																
Unemployment list																
Transfer list																
Other applicants																
TOTAL APPLICANTS	357	98	259	70	170	10	39	10	26	6	13					
TOTAL REFLECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	357	98	259	70	170	10	39	10	26	6	13					
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	92	24	68	17	43	2	11	2	8	3	3					
Not offered position	69	17	52	10	34	2	9	2	6	3	2					
Offered position	23	7	16	7	9		2		2		1					
Refused positions																
TOTAL ACCESSIONS	23	7	16	7	9		2		2		1					

*AA: AA/AN/IN/PI; 2: 2 or more races

FORM 86B1

Category: **IV. Secretarial/Clerical**

Titles: **All**

Date: March 31, 2024

Applicant Flow Analysis: **Hires**

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Employment list																
Reemployment list*																
Transfer list																
Other applicants																
TOTAL APPLICANTS	291	61	230	31	174	17	21			2	7					
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	291	61	230	31	174	17	21			2	7					
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	31	11	20	5	16	2	2			1						
Not offered position	25	11	14	5	11	2	2			1						
Offered position	6		6		5											
Refused positions																
TOTAL ACCESSIONS	6		6		5											

*AA: AA/ANI/INPI; 2: 2 or more races

FORM 86B1

Category: **V. Technical/Paraprofessional**

Titles: **All**

Date: March 31, 2024

Applicant Flow Analysis: Hires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Employment list																
Reemployment list*																
Transfer list																
Other applicants																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

* AA: AA/AN/IN/PI; 2: 2 or more races

FORM 86B1

Category: VI. Skilled Crafts

Titles: All

Date: March 31, 2024

Applicant Flow Analysis: Ifires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Employment list																
Recruitment list*																
Transfer list																
Other applicants																
TOTAL APPLICANTS	11	11		8				2		1						
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	11	11		8				2		1						
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	3	3		2				1								
Not offered position	1	1		1												
Offered position	2	2		1				1								
Refused positions																
TOTAL ACCESSIONS	2	2		1				1								

*AA: AAIANIINPI; 2: 2 or more races

FORM 86B1

Category: **VII. Protective Services**

Titles: **All**

Date: March 31, 2024

Applicant Flow Analysis: Hires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Reemployment list																
Employment list																
Transfer list																
Other applicants																
TOTAL APPLICANTS	119	99	20	52	14	23	2	23	4	1						
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	119	99	20	52	14	23	2	23	4	1						
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	9	6	3	6	3											
Not offered position	4	2	2	2	2											
Offered position	5	4	1	4	1											
Refused positions																
TOTAL ACCESSIONS	5	4	1	4	1											

*AA: AMANIHINI; 2: 2 or more races

FORM 86B1

Category: **VIII. Maintenance**
 Titles: **All**

Date: March 31, 2024

Applicant Flow Analysis: Fires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Employment list																
Reemployment list*																
Transfer list																
Other applicants																
TOTAL APPLICANTS	300	237	63	112	23	32	4	73	34	9	1					
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	300	237	63	112	23	32	4	73	34	9	1					
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	50	38	12	24	6	2		11	6							
Not offered position	40	30	10	22	4	1		6	6							
Offered position	10	8	2	2	2	1		5								
Refused positions																
TOTAL ACCESSIONS	10	8	2	2	2	1		5								

*AA: AAIANHINPI; 2: 2 or more races

FORM 86B3

Category: **I. Executive**
 Titles: **All**

Date: March 31, 2024

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
TOTAL APPLICANTS	10	3	7	3	2		2		3							
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	10	3	7	3	2		2		3							
TOTAL INTERVIEWED	4	1	3	1	2		1									
Not offered position																
Offered position	4	1	3	1	2		1									
Refused positions																
TOTAL ACCESSIONS	4	1	3	1	2		1									

No Change within Category	1	1		1												
---------------------------	---	---	--	---	--	--	--	--	--	--	--	--	--	--	--	--

*AA: AAIANINPI; 2: 2 or more races

FORM 86B3

Category: **II. Faculty**
 Titles: **Faculty (Asst Professor)**

Date: March 31, 2024

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

No Change within Category																
---------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

*AA: AAIANINPI; 2: 2 or more races

FORM 86B3

Category: **II. Faculty**

Titles: **Associate Professor**

Date: March 31, 2024

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
TOTAL APPLICANTS	5	2	3	2	2				1							
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	5	2	3	2	2				1							
TOTAL INTERVIEWED	5	2	3	2	2				1							
Not offered position																
Offered position	5	2	3	2	2				1							
Refused positions																
TOTAL ACCESSIONS	5	2	3	2	2				1							

No Change within Category																
---------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

*AA: AAIANI INPI; 2: 2 or more races

FORM 86B3

Category: **II. Faculty**

Titles: **Professor**

Date: March 31, 2024

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
TOTAL APPLICANTS	9	5	4	5	3						1					
TOTAL REJECTED APPLICANTS	1		1		1											
TOTAL QUALIFIED APPLICANTS	8	5	3	5	2						1					
TOTAL INTERVIEWED	9	5	4	5	3						1					
Not offered position	1		1		1											
Offered position	8	5	3	5	2						1					
Refused positions																
TOTAL ACCESSIONS	8	5	3	5	2						1					

No Change within Category																
---------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

*AA: AAIANI INPI; 2: 2 or more races

FORM 86B3

Category: **III. Professional/Nonfaculty**

Titles: **All**

Date: March 31, 2024

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
TOTAL APPLICANTS	1	1				1										
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	1	1				1										
TOTAL INTERVIEWED	1	1				1										
Not offered position																
Offered position	1	1				1										
Refused positions																
TOTAL ACCESSIONS	1	1				1										
No Change within Category	17	5	12	1	7	3	1	1	4							

*AA: AAIANINPI; 2: 2 or more races

FORM 86B3

Category: **IV. Secretarial/Clerical**

Titles: **All**

Date: March 31, 2024

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																
No Change within Category																

*AA: AAIANINPI; 2: 2 or more races

FORM 86B3

Category: **V. Technical/Paraprofessional**

Titles: **All**

Date: March 31, 2024

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

No Change within Category																
---------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

*AA: AALANI INPI; 2: 2 or more races

FORM 86B3

Category: **VI. Skilled Crafts**

Titles: **All**

Date: March 31, 2024

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

No Change within Category																
---------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

*AA: AALANI INPI; 2: 2 or more races

FORM 86B3

Category: **VII. Protective Services**

Titles: **All**

Date: March 31, 2024

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

No Change within Category																
---------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

*AA: AALANI INPI; 2: 2 or more races

FORM 86B3

Category: **VIII. Maintenance**

Titles: **All**

Date: March 31, 2024

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

No Change within Category																
---------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

*AA: AALANI INPI; 2: 2 or more races

FORM 86C

Category: I. Executive
Titles: All

Date: March 31, 2024

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	8	4	4	4	4								
Good	2		2		2								
Satisfactory													
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency	1	1					1						
Outside Agency													

FORM 86C

Category: II. Faculty
Titles: All

Date: March 31, 2024

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	Faculty are evaluated in accordance with article 4 of the AAUP contract for promotion and tenure. They are not given "service ratings," nor are their evaluations quantifiable as "excellent" or "good". Narrative evaluations by departments are made which cannot be converted to fit the requirements of this form.												
Good													
Satisfactory													
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 86C

Category
Titles

III. Professional Nonfaculty
All

Date: March 31, 2024

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANHN PI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	80	36	44	32	34	2	4	2	5		1		
Good	40	16	24	11	16	4	2	1	4				2
Satisfactory	8	2	6	1	5		2	1	1				1
Poor													
REQUIREMENTS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency	1	1											
Outside Agency													

FORM 86C

Category
Titles

IV. Secretarial/Clerical
All

Date: March 31, 2024

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANHN PI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	14		14		12				1				1
Good	8		8		5			1	1		1		
Satisfactory													
Poor													
REQUIREMENTS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 86C

Category:
Titles:

V. Technical / Paraprofessional
All

Date: March 31, 2024

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANHN PI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	2	1	1	1	1								
Good	2	1	1	1	1								
Satisfactory													
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 86C

Category:
Titles:

VI. Skilled Crafts
All

Date: March 31, 2024

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIANHN PI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	28	27	1	24	1	1			2				
Good	9	9		7					2				
Satisfactory													
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 86C

Category: VII, Protective Services
 Title: All

Date: March 31, 2024

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIA NPI Male	AAIA NHI PI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	6	4	2	3	2				1				
Good	14	9	5	7	4				1	1	1		
Satisfactory													
Poor													
REPRISALS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 86C

Category: VIII, Maintenance
 Title: All

Date: March 31, 2024

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIA NPI Male	AAIA NHI PI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	20	9	11	2	5	1			6	6			
Good	28	12	16	6	6				6	10			
Satisfactory	4	3	1	1	1				2	1			
Poor													
REPRISALS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

10. IDENTIFICATION OF PROBLEM AREAS

SECTION 46a-68-87

**EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-87
IDENTIFICATION OF PROBLEM AREAS**

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

(1) Employment Applications:

For all positions in the executive, faculty, and professional/non-faculty categories (i.e. unclassified positions), candidates apply by sending a resume, cover letter, and three references.

Candidates for all other positions fill out an employment application; the application is fair and objective and does not screen out candidates on the basis of race, sex, age, or disability. The University's revised application form allows for more information to be obtained from applicants, including letters of reference. Applications for classified employees are collected through the State of Connecticut Department of Administrative Services JobsAp website. The University has recently purchased the JazzHR software to assist with the search process for unclassified positions.

Applicants for each position at Eastern are reviewed by a search committee. This process enables prospective candidates to present extensive information about their candidacy to search committees, thereby enabling committees to review candidates with alternative experience or qualifications where possible.

Electronic employment application form is also online for applicants to fill out and submit online.

The application process is not a problem area.

(2) Job Qualification:

Recruitment for professional positions in the university generally requires advanced degrees. The educational expectation for the executive and faculty levels is usually a doctorate and/or comparable

degree and extensive managerial experience. Also, search committees for faculty positions usually seek candidates with college level teaching experience and a record of academic scholarship in a particular field. Careful reference checks are also made of each applicant who is interviewed for a position.

Faculty departments at Eastern must hire people with doctorates or ABD's near completion to meet university and departmental accreditation standards. Setting high levels of educational and experiential qualifications may limit the number of minority and female candidates.

In the professional non-faculty category, doctorates are sometimes preferred and master's degrees may be required. Recruitment and hiring of females and minorities in this category, however, has been successful at this university.

Job qualifications for classified clerical/secretarial positions are set by the State of Connecticut Department of Administrative Services. Candidates from layoff lists have priority over other candidates for most classified positions due to union contracts and state personnel regulations. In the secretarial/clerical category, having to hire from state employment certification lists for Secretary I, Secretary 2 and Administrative Assistants can be a problem. Supervisors are usually not willing to downgrade positions because the jobs require a high level of skills. Usually the person is the only support staff person in the office. Some candidate lists received through state certification lists have little diversity. Also, the Administrative Assistant position must report to a director, dean or vice president. Since these positions require state certification, some applicants may not choose the Eastern region location as a choice for employment because of issues of travel.

The skilled craft worker job qualifications are stringent but necessary. For example, in a small agency which may employ only one electrician, it is necessary that the person be a licensed electrician. Also, salary rates are not competitive with the local labor market; thus, the applicant pools remain small.

In the maintenance and protective service areas, job qualifications are not a problem. Recruitment and hiring for protective service positions, when possible, are at the Protective Services Trainee level. The area of hiring in maintenance continues to attract a large pool of applicants, however, the pools of applications for certain positions in protective services is sometimes weak. This is likely because compensation levels tend to be higher for certified law enforcement officers when working for municipal agencies.

(3) Recruitment Practices:

Eastern has expanded its recruitment efforts to include search committees extending searches when necessary and members engaging in extensive recruitment efforts. The Office of Human Resources advertises in local, state and national publications. Minority recruitment sources and news sources are also used. The technical paraprofessional, skilled craft, secretarial and maintenance categories continue to be problem areas. The lack of public transportation to Willimantic and distance from major cities such as Hartford and New London make recruitment of qualified workers in these areas sometimes difficult. Further, such recruitment in the classified areas is limited to availability from state lists of the Department of Administrative Services. Efforts are being made to collaborate on recruitment with other institutions of higher education in this vicinity.

(4) Personnel Policies:

Eastern's personnel policies do not impede or prevent the full participation of protected classes such as race and sex group members from employment. Efforts are made to ensure that policies within the institution's control do not negatively impact the full participation of protected classes. Personnel policies that are determined by collective bargaining obligations, however, can only be changed through that process.

(5) Orientation:

New faculty members attend a two-day comprehensive orientation session sponsored by the Division of Academic Affairs at the start of the academic year. New faculty members are given mentors to assist them in their first-year adjustment to the University. Additionally, the Office of Human Resources and the Office of Equity and Diversity provide orientation for other new employees, non-teaching faculty, administrators and classified staff. Additionally, new non instructional faculty members are given mentors through the Minority Recruitment and Retention program as provided in the teaching faculty and administrative faculty contracts. No problems have been identified with this aspect of the employment process.

(6) Training:

The scarcity of relevant job training, due to fiscal constraints is a problem which may impede the advancement of employees in the secretarial and maintenance classified categories. However, employees sign up for in-service training and many are eligible for tuition reimbursement for courses taken at the University (or other universities within the System). Further, the University continues to sponsor training for employees in computer skills, blood borne pathogens, supervisory skills, and other in-service kinds of training such as stress management and gender communication. As indicated, some staff also take advantage of University course offerings in order to upgrade skills. There may also be temporary assignments out of class that help employees gain additional work experience.

(7) Counseling:

Career counseling is available in the Office of Human Resources and the Office of Career Development. For personal counseling the University has an effective Employee Assistance Program. Employees take advantage of the Employee Assistance Program and supervisors can also refer employees when necessary.

(8) Discrimination complaint process:

All employees have access to grievance procedures either through their collective bargaining agreements or the Board of Regent's Personnel Policies. Additionally, there are grievance procedures within University policies through the Office of Equity and Diversity. For example, all employees are covered by the University Policy on Sexual Harassment and Nondiscrimination, and by the Policy on Persons with Disabilities. No problems have been identified with this aspect of the employment process.

(9) Evaluation:

Evaluations are covered by collective bargaining contract agreements. In addition, they are reviewed by the Chief Human Resources Officer. No problems have been identified with this aspect of the employment process.

(10) Layoffs:

No layoffs occurred during this reporting period. Therefore, no problems have been identified with this aspect of the employment process.

(11) Termination:

Employee problems are usually worked out in the grievance process. Termination is rarely necessary and occurs only when the employee's work performance warrants such a step.

Subsection (b):

Itemization of all non-quantifiable elements of the employment process identified as problem areas:

(1) Employment applications: The application process allows applicants to present their credentials in an effective manner either through cover letter and resume or employment application. Therefore, employment applications are not a problem area.

(2) Job qualifications:

- A. Substantial level of qualifications required for executive and faculty, technical paraprofessional, and skilled crafts positions.
- B. Ph.D. or equivalent and appropriate professional experience are required for executive and faculty positions.
- C. Skilled craft workers' salaries are not competitive with the labor market. Minority candidates often lack the skills and work experience in the skilled crafts area.

(3) Recruitment practices:

- A. Faculty recruitment: Need for doctorate and teaching and research experience may limit the pool of applicants.
- B. Secretarial recruitment problems: distance from major cities; lack of public transportation; and few vacancies.

(3) Personnel Policies:

The Office of Human Resources regularly reviews personnel policies to ensure procedures have no impediments to the full and fair participation of protected race/sex group members and others in the employment process. There is also a standing committee of the University Senate that also provides feedback related to personnel policies. Therefore, personnel policies are not a problem area.

(4) Orientation:

The Office of Human Resources, the Office of Equity & Diversity, and the Faculty Development Committee offer yearly orientation sessions. Therefore, orientation is not a problem area.

(6) Training:

Training sites often are too far from Willimantic. There are not enough job advancement training offerings because of limited budgets. University funding for training is limited due to budget constraints.

(7) Counseling:

Although the Employee Assistance Program is available to assist employees in need, some employees may not be familiar with how to access the services/resources. The University will continue to market the EAP to enhance employee knowledge of its resources. University available counseling on job and career opportunities also assists when requested.

(8) Discrimination complaint process:

The University has a comprehensive policy and procedure. Employees also have the option to file complaints with external agencies. Therefore, the discrimination complaint process is not a problem area.

(9) Evaluation:

Is addressed by ongoing review by the Chief Human Resources Officer. Therefore, evaluations are not a problem area.

(10) Layoffs:

There were no layoffs. Therefore, layoffs are not a problem area.

(11) Termination:

Only done when necessary through prescribed progressive disciplinary procedures. Therefore, termination is not a problem area.

Subsection (c):

The University's employment policy or practice does not impede or prevent the full and fair participation of individuals with disabilities and older persons in the workforce.

11. PROGRAM GOALS

SECTION 46a-68-88

EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-88
PROGRAM GOALS

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

Subsection (a):

- A. When Eastern Connecticut State University has identified under Section 46a-68-87 any employment practice or policy adversely affecting protected race/sex group members, the physically disabled or older persons, the University will develop and implement a program goal to erase the disparity.
- B. Where Eastern Connecticut State University has identified under Section 46a-68-87 any selection device having an adverse impact on protected race/sex group members, it shall implement a specific program goal set out below, unless a bona fide occupational qualification applies, or the University demonstrates the goal is contraindicated by sample size, statistical significance, technical feasibility, or other compelling factor.
- C. The University shall consider the feasibility of implementing one or more of the measures below to erase any disparity identified in 46a-68-87 above:
 1. The establishment of recruitment and training programs pursuant to S5-200(a) of Connecticut General Statutes. The University has an extensive recruitment network of newspapers, journals, websites, personal sources and list serves. The University has expanded training programs within specific categories, within available appropriations; however, during the past year an increase in training programs was problematic due to budget constraints.
 2. The establishment or cancellation of positions to enhance hiring and promotion of underrepresented groups. Searches may be canceled if a diverse pool of finalists is not realized.
 3. Continuous recruitment of applicants. Eastern engages in a policy of continuous recruitment of candidates. Applications for all classified positions are kept on file for one year in the Office of Human Resources. Unsolicited applications from persons interested in executive, administrative, and faculty positions are sent to supervisors and kept on file in the Office of Human Resources.
 4. Continuance or cancellation of employment lists. Many employment lists are continued when DAS allows this.
 5. Compensating employees for the performance of duties in higher job classifications. Collective bargaining agreements provide for employees to be compensated for performing duties from higher job classifications.

6. Consideration of volunteer experience in partial fulfillment of training and experience requirements. Volunteer experience may be considered for categories not requiring specific licensing, certification or advanced professional experience or degrees in accordance with collective bargaining agreements and job responsibilities.
7. Open and competitive searches rather than promotional appointments. Most positions are filled through open and competitive searches, rather than appointments.
8. Appointments pursuant to Section 5-234(a) of C.G.S. are made where appropriate.
9. Appointments pursuant to Section 5-234(b) of the C.G.S. are made where appropriate.
10. The use of temporary appointments in an affirmative manner. The University makes use of temporary appointments and emergency appointments as part of its affirmative action program.
11. Merit Promotions may be made pursuant to section 5-220(b) of C.G.S.
12. Special Training – Training is provided within available appropriations.
13. Upward mobility. The University has a goal of increased upward mobility, within available appropriations.
14. Job sharing and flex time. Employees may use flex time in some job categories with supervisor approval.
15. Day care. The Child and Family Development Resources Center offers daycare opportunities for employees.
16. Request for review of job alterations. Positions at the University are reviewed in accordance with the Connecticut State Colleges and Universities System policies. Specific job specifications are reviewed by the University Human Resource Office and the CSCU System Office.

Subsection (b):

Eastern Connecticut State University established meaningful, measurable, and reasonably attainable program goals consistent with Section 46a-68-92 of the Connecticut State Affirmative Action Regulations to ensure:

- 1.) The promotion of equal employment opportunity and to achieve a workplace free of discrimination;
- 2.) Opportunities for all qualified applicants including underutilized and protected groups including persons with disabilities and older persons in the workforce;
- 3.) The utilization of a fair and nondiscriminatory recruitment and selection process;
- 4.) That career development opportunities are available to all interested and qualified employees, including minorities and women.

Subsection (c):

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

Subsection (d):

Eastern Connecticut State University has elected to set program goals for employment practices that were not identified as having an adverse impact pursuant to section 46a-68-87 of the Regulations of Connecticut State Agencies. Goals for the Plan year are designed to encourage creativity, and the use of best practices in recruitment and retention activities.

The following goals are set for 2024-2025

Goals Set (2024 – 2025)	Responsible Staff	Timetable
(a) In collaboration with the Office of Human Resources, the Office of Equity & Diversity will develop a new employee orientation and onboarding program to ensure employees have smooth and seamless transitions as they begin their employment at Eastern. A component of the program will be the establishment of a work-buddy program.	VP for Equity & Diversity	March 2024
(b) Develop and implement a new employee climate survey to obtain data from new employees regarding their satisfaction with the employee onboarding process. Data collected will help assess whether Eastern is a welcoming, inclusive environment and the feedback will be used to make changes to our onboarding process.	VP for Equity & Diversity	March 2024
(c) The Office of Equity & Diversity will develop a more structured method for hires made through the SUOAF internal hiring process to ensure equity and fairness in the hiring process (even for internal candidates).	VP for Equity & Diversity	March 2024

The University will report on programs during the next reporting cycle at of the end of March 2025.

12. Discrimination Complaint Process

SECTION 46a-68-89

**EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-89
DISCRIMINATION COMPLAINT PROCESS**

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

Eastern Connecticut State University has adopted a statement of policy and procedures for handling discrimination and sexual harassment complaints.

Subsection (a):

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 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 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.

Sexual harassment is a form 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.

Current employees, prospective employees and students may register complaints with the Office of Equity and Diversity.

1. The Vice President for Equity and Diversity is trained and experienced in conflict resolution, mediation and fact-finding investigations. He heads the Office of Equity and Diversity. Legal updates and information from other sources are reviewed regularly.
2. The University procedures provide for confidential counseling and informal resolution by the Vice President for Equity and Diversity, where possible. Formal complaints, when filed, are also investigated by the Office of Equity and Diversity.
3. All employees and students receive notice that the complaint procedures are available to them (reference: University website, Student Handbook, Employee Handbook).

4. The procedures contain a statement that no individual involved in the process or of filing a complaint shall suffer retaliation as a result of such participation.
5. The procedures contain a provision that a complainant shall be advised of his or her option to file a complaint with the Commission on Human Rights and Opportunities (CHRO), the U.S. Equal Employment Opportunity Commission (EEOC) or any other appropriate agency within 180 days of the date of the alleged act of discrimination or within 180 days of the date that the complainant became aware of the discriminatory act.

Commission on Human Rights & Opportunities (CHRO) complaints can be filed with the Eastern Regional Office at
100 Broadway
Norwich, CT 06360
(860) 886-5703
FAX (860) 886-2550

EEOC complaints can be filed online at <https://publicportal.eeoc.gov/Portal/Login.aspx>

6. The complaint procedures also contain a goal of ninety (90) day resolution, timeframes for filing and contact information for filing.

Subsection (b):

All records of complaints and dispositions thereof are maintained and reviewed on a regular basis by the Vice President for Equity and Diversity to detect any patterns in the nature of the grievances filed.

Subsection (c):

Summary of matters alleged during this reporting period 2023-2024 is included in the report.

Eastern Connecticut State University

Discrimination Complaint Log

Report Period Ending: March 31, 2024

#	Complainant Race/Sex	Date Filed	Type	Accused	Investigating Agency	Basis Claimed	Finding	Resolution	Length
1	HF	9/29/2023	Sexual Harassment	Employee	Internal/Equity & Diversity	Complainant alleges a male employee used a single-person bathroom without closing the door and caused her to feel uncomfortable at her work site.	No sexual harassment identified.	Case Dismissed/ Complainant reassigned to another work site	15 days
2	WM	12/4/2023	Sexual Harassment	Employee	Internal/Equity & Diversity	Complainant (student) alleged he was being sexually harassed by one of his female professors by rubbing his back and calling him a "strong boy".	No sexual harassment identified	Case dismissed	84 days
3	BM	12/14/2023	Harassment/ Discrimination	Employee	Internal/Equity & Diversity	Complainant (student) alleged he was discriminated against on the basis of race when his White professor did not permit him to submit an assignment late, but White students could. Also alleges professor made inappropriate comments and berated him throughout the semester.	No discrimination identified	Case dismissed	54 days

4	WF	2/15/2024	Harassment	Employee	Internal/Equity & Diversity	Complainant (employee) alleges that a colleague has made threatening gestures and remarks toward her	No harassment identified	Case Dismissed/ Respondent employee was reassigned to another department at her own request.	26 days
5	WF	3/29/2024	Discrimination	Employee	Internal/Equity & Diversity	Complainant (student) alleges that her professor disregarded her disability and publicly discussed are diagnosis.	No discrimination identified	Case dismissed/ Student reassigned to another professor's class.	10 days

STATEMENT OF POLICY AND GRIEVANCE PROCEDURES ON DISCRIMINATION AND SEXUAL HARASSMENT

It is the policy of Eastern Connecticut State University that unlawful discrimination is prohibited in education, employment and the provision of services by the University. Consequently, it shall be a violation of University 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 unless there is a bona fide occupational requirement which excludes persons in one of the above protected groups.

Sexual harassment is a form 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, shall be considered discriminatory behavior.
- B. *Harassment* is defined as unwelcome 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. COMPLAINT PROCEDURES

A. Complaints against University Employees:

Complaints of discrimination or sexual harassment may be filed with the Office of Equity and Diversity, Gelsi-Young Hall, Room 254. Complaints should be filed with the University as soon as possible after the incident(s) occurred, but generally no later than thirty (30) calendar days after the occurrence of the alleged act(s) or the complainant's learning of the alleged act(s). Complaints submitted after the designated deadline *may* be accepted at the discretion of the Vice President for Equity and Diversity and with the approval of the President. For example, exceptions to the filing date may be made for students filing after the thirty-day period as a result of a complaint against university professors from whom they are currently taking classes. Complaints may also be filed with the Connecticut Commission on Human Rights and Opportunities, the U.S. Equal Employment Opportunity Commission, the U.S. Department of Labor, and/or any other agency that enforces laws concerning discrimination in employment. Individuals may also seek guidance from the Office of Equity and Diversity on problem-solving strategies that may lead to resolution without filing a complaint.

Complaints may be pursued by the University on an informal or formal basis. An informal resolution consists of mediation between the complainant and the respondent(s) and may not include a full investigation. A formal complaint requires a complete and full investigation of the complainant's allegations by the Office of Equity and Diversity and the filing of a written report, consisting of findings and recommendations, with the University President. A formal investigation may be commenced when the parties have failed to agree upon an informal resolution. In determining whether to pursue a complaint formally or informally, the wishes of the complainant will be taken into consideration.

Any investigation conducted by the Office of Equity and Diversity shall be initiated within fourteen (14) calendar days of the filing of a complaint. The complainant and the respondent(s) will be notified by the Office of Equity and Diversity of the initiation of the investigation. Upon completion of the investigation, the Vice President for Equity and Diversity or his or her designee shall prepare a report setting forth findings of fact, a determination as to whether discriminatory conduct has occurred, and, if applicable, recommendations for addressing the discriminatory conduct. The complainant and the respondent(s) shall be advised of the completion of the report and shall have an opportunity to review the report prior to its submission to the President. The President or his or her designee shall endeavor to respond to the report prepared by the Office of Equity and Diversity within fourteen (14) calendar days of receipt. It is the goal of the University that all discrimination complaints filed with the Office of Equity and Diversity be resolved within ninety (90) days of receipt.

The University shall endeavor, to an extent consistent with its obligations under this policy and the requirements of applicable law, to protect the privacy of persons by whom, or against whom, discrimination complaints have been made.

B. Complaints against University Students:

Claims of discrimination or harassment by students shall be the addressed in accordance with the Student Code of Conduct and Statement of Disciplinary Procedures, set forth in the Student Handbook.

III. CONFLICT IN PROVISIONS

If any provision of this policy is determined to be inconsistent with a provision of an applicable collective bargaining agreement, the provision of the applicable collective bargaining agreement shall prevail.

IV. POLICY REVIEW

This Statement of Policy on Discrimination shall be reviewed annually by the Office of Equity and Diversity, in collaboration with the Office of the President, and revised as necessary.

DISCRIMINATION COMPLAINT AGENCIES

An individual has the right to file his or her complaint of discrimination with any or all of the relevant agencies listed below. The individual can also simultaneously avail himself or herself of the Eastern Connecticut State University Discrimination Complaint Procedure.

1. The Connecticut Commission on Human Rights & Opportunities

Southwest Region Office

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

West Central Region Office

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

Capitol Region Office

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

Eastern Region Office

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

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

2. The Equal Employment Opportunities Commission

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

Complaints should be filed with the Equal Employment Opportunities Commission (EEOC) no later than one hundred and eighty (180) days after the alleged act of employment discrimination occurred, except, that in a case when the aggrieved person has initially filed a complaint with the Commission on Human Rights and Opportunities. Alternatively, such complaint should be filed no later than three hundred (300) days after the alleged act of employment discrimination occurred.

3. Department of Education, Office of Civil Rights

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

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

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

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

Above is the link to complete the ADA complaint form. To file ADA complaint by facsimile, send completed ADA complaint form to:

Fax: (202)-307-1197

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

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

6. **State of Connecticut: Employee Grievance Procedure** (CT Dept. of Labor)

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

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

7. **Wage and Hour and Public Contracts Division** (Federal)

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

8. **Wage and Workplace Standards Division** (State)

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

13. GOALS ANALYSIS

SECTION 46a-68-90

Office of Equity and Diversity
AA Goals for 2023-24
(4/1/23- 3/31/24)

Category	Hiring Goals	Achieved	Other Hires	Promo Goals	Achieved	Other Promo
I. Executive	1 HF** 1 AAM		1 WM 1 WF	1 WF 1 BF	1 WF 1 BF	1 WF 1 WM
II. Fac-Prof.				21 WM 3 AAF	5 WM 1 AAF	2 WF
II. Faculty - Asst Prof.				11 WF 1 BM 1 HF 1 AAM	2 WF 1 HF	2 WM
II. Faculty - Asst Prof.	1 WM 1 WF 1 BM 1 BF	1 WM 1 WF				
III. Professional Nonfaculty	4 WF 1 BF 1 HM 1 AAM 4 AAF 1 TM	4 WF 1 BF 1 AAF	6 WF 2 BF 8 WM 2 HF 2 TF			1 BM
IV. Secretarial/ Clerical	4 WM 1 BM 1 HM		5 WF 1 TF			
V. Tech/ Paraprofessional	1 WF					
VI. Skilled Crafts	1 WF 3 HF 1 AAM 1 TM		1 WM 1 HM			
VII. Protective Services	7 WM	4 WM	1 WF			
VIII. Maintenance	28 WM 4 WF 1 BM** 1 AAF 1 TM 1 TF**	2 WM 2 WF 1 BM	5 HM			
TOTAL	74	17	36	40	11	7

* AA: AA/AM/NPI T: Two more more races

** combination goals

**EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46A-68-90
GOAL ANALYSIS**

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

HIRING & PROMOTIONAL GOALS: APRIL 1, 2023-MARCH 31, 2024

The following narrative report is prepared by Eastern Connecticut State University, covering all activities undertaken to achieve hiring, promotion, upward mobility and program goals in the 2023 Affirmative Action Plan. During the 2023-2024 reporting period there were **53** new hires and **18** promotions. **17** of the new hires and **11** of the promotions were goal candidates. A good faith effort was made to achieve all goals, and to seek a diverse pool of applicants through advertising and other methods.

Eastern Connecticut State University continues to strive to provide a diverse pool of candidates in support of achieving the goals set in the Affirmative Action Plan, and consistent with the University mission. The University search procedures and hiring process provide equal employment opportunities for each applicant. Full time positions are advertised in local and national publications as a way to enhance the diverse pool of applicants who choose to apply. We routinely post job announcements in the Chronicle of Higher Education, Diverse Issues in Higher Education, Hispanic Outlook, Women in Higher Education, American Association of University Women, and websites such as Higheredjobs.com, Insidehigher.com, CTJobcentral.com, Hispanicportal.com, Imdiversity.com, and Connecticut Association for Latinos in Higher Education (calahe.org). In addition, listservs and social media are used to notify a large audience of available positions at Eastern.

SECTION 1: HIRING GOALS AND ANALYSIS

I. Category: Executive, Managerial, and Administrative

Hiring Goals: 1 HF and 1 AAIANHNPI(M)

Hired: 1 WM and 1 WF

Achieved: No goals were achieved in this category in 2023-24.

Director of Fiscal Affairs for Acquisitions & Auxiliary Services

WF Hired

Position Summary: Incumbent is responsible for the creation, review, and approval of all contractual services. Establish and maintain a system to procure all materials, supplies and services required by the University utilizing the appropriate documents in compliance with current laws and

regulations. Seeks and coordinates legal advice on acquisitions matters to insure compliance. Provide supervision to the Purchasing function including conducting the competitive bidding process, approving purchase orders and other commitment documents. Manages and keeps the University current with changes in CHRO and Department of Economic Development set-aside programs for registered vendors. Manages the appropriate University staff in the drafting of Requests for Proposals (RFP's), Requests for Quotations (RFQ' s), and all other rental or purchase arrangements and evaluates such upon return from bid. Manages the competitive bid process, aggressively seeks new competitive sources for all goods and services including , bidding and record keeping requirements , participation in consortia arrangements, and with other state universities and colleges, and/ or state agencies. Maintains contacts with other state agencies involved in the procurement process to include, but not limited to, the Attorney General' s Office, Department of Administrative Services, and Office of Policy and Management. This position also Supervises the Auxiliary Services department including developing and recommending policies and procedures. In collaboration with Information Technology Services, oversees the operations including computer systems provided by the on-campus debit card vendor, data systems associated with the university' s building access, and electronic video monitoring systems and other related systems as assigned. Administration of contracts with food service, bookstore, and other auxiliary services vendors as assigned while remaining current on new products and trends. Overseeing the promoting and marketing the respective programs to all campus constituencies and to potential off-campus vendors . Maintain financial records necessary for the proper auditing of commission payments, and ancillary income.

Qualifications: Bachelor's degree in management, finance, accounting or a related field required with five to seven years of professional experience in financial systems reporting and/or operations, with finance and database systems, and superior communication skills required. Position requires significant knowledge of contracting, and bidding process, to insure compliance with current state and federal requirements. Strong interpersonal and communication skills and supervisory ability are essential. Demonstrated ability to effectively manage an office and supervise staff also required. Experience working in higher education, a state agency and external entities in contract and grant compliance is desirable. Master's degree is desirable. Credentials and/or experience substantially comparable to the above may also be considered.

Recruitment activities include advertisement on the ECSU website, higheredjobs.com, insidehighered.com, naepnet.org (National Association of Educational Procurement), ccpg.net (Connecticut Colleges Purchasing Group), indeed.com, and National Association of College and University Business Officers (NACUBO) listserv.

5 applicants applied for the position: 3 WM and 2 WF.

None of the applicants were goal candidates.

4 applicants were interviewed which included 3 WM and 1 WF.

The selected WF has a master's degree in public administration and is a Certified Public Procurement Officer. She is also Certified as a NIGP Public Procurement Officer and has extensive experience in contracts, bids, RFPs, and RFQs. She is also experienced with State of Connecticut and higher education purchasing and contracts.

Director of Admissions and Enrollment Management

WM Hired

Position Summary: Reporting to the Vice President of Academic Affairs, the Director assumes major responsibility for the Office of Admissions. This includes directing the recruitment and admission process for all incoming students and directing the efforts to market the university and its programs to prospective students, community organizations, and other agencies. The Director oversees the selection, development, supervision, and evaluation of the admissions staff. Additional responsibilities include, but are not limited to, supporting the university's enrollment management efforts, reviewing, and analyzing admissions data, preparing the budget for the office, maintaining coordination with internal and external partners, representing the university at events, and ensuring compliance with all regulations and maintaining the appropriate data.

Qualifications: Six years' experience in college administration, including at least three in admissions, demonstrating ability to formulate and implement policies and programs, utilize marketing skills, work with multiple stakeholders on admissions efforts, and supervise staff. A master's degree is required.

Recruitment activities include advertisement on the ECSU website, higheredjobs.com, insidehighered.com, and the Chronicle of Higher Education.

9 applicants applied for the position: 4 WM, 4 WF, 1 BM, and 1 BF.

None of the applicants were goal candidates.

4 applicants were interviewed which included 1 WM, 2 WF, and 1 BM.

The selected WM has a master's degree in business administration and has over 20 years of experience with recruitment and enrollment. He is versed with using various CRMs (customer relationship Management Systems) and has produced double-digit results in enrollment increased at other institutions.

II. Category: Faculty

Faculty/Professor

No hiring goals were set for professor. None were hired at this rank.

Faculty/Associate Professor

No hiring goals were set for associate professor. None were hired at this rank.

Faculty/Assistant Professor

Hiring Goals: 1 WM, 1 WF, 1 BM, and 1 BF

Hired: 1 WM and 1 WF

Achieved: 1 WM and 1 WF goals were achieved.

Head Women's Lacrosse Coach

WF Hired

Position Summary: Eastern Connecticut State University is accepting applications for the position of Head Women's Lacrosse Coach. This is a full-time, 10-month position, and the coach will have a second responsibility within the Department of Athletics, currently as an event manager.

The Head Coach will be responsible for the leadership and oversight of a program striving for excellence. Candidates should have a proven ability to develop a highly competitive women's lacrosse program, with a strong commitment to the student-athlete experience. Specific duties will include, but are not limited to: recruiting and retention of student-athletes, practice and game preparation and coaching, supervision of part-time assistant coaches, and fundraising to provide for team opportunities, such as spring break travel. In addition, the Head Coach is responsible for administrative tasks such as scheduling contests, budget management, and filing necessary reports. The Head Coach must demonstrate a commitment to maintaining compliance with NCAA, Eastern Connecticut State University, and Little East Conference rules and regulations.

Qualification: Bachelor's degree required; 3-5 years successful coaching experience; Proven ability to recruit student-athletes. *Preferred Qualifications:* Experience as a collegiate head coach; Master's degree; Knowledge and support of DIII rules, regulations, and philosophy.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, NCAA website, Minority Opportunities Athletic Association ListServ, NADIIIA ListServ (National Association of Division III Athletic Administrators), and IWLCA Listserv (Intercollegiate Women's Lacrosse Coaches Association).

15 applicants applied for the position which included 4 WM, 9 WF, 1 BM, 1 HF, 1 AAIANHNPI(M).

4 applicants were interviewed which included 3 WF and 1 HF.

The selected WF **goal candidate** has extensive head coaching experience and with demonstrated abilities to develop competitive teams, recruitment, retention, budget management, scheduling, and strong fundraising capabilities. Demonstrated an emphasis on academic and mental health support for student-athletes and is also familiar Eastern's athletics program. She has a bachelor's degree in sociology and has won several athletic awards and honors.

Head Men's Lacrosse Coach

WM Hired

Position Summary: Eastern Connecticut State University is accepting applications for the position of Head Men's Lacrosse Coach. This is a full-time, 10-month position, and the coach will have a second responsibility within the Department of Athletics, currently as an event manager.

The Head Coach will be responsible for the leadership and oversight of a program striving for excellence. Candidates should have a proven ability to develop a highly competitive men's lacrosse program, with a strong commitment to the student-athlete experience. Specific duties will include, but are not limited to, recruiting and retention of student-athletes, practice and game preparation and coaching, supervision of part-time assistant coaches, and fundraising to provide for team opportunities, such as spring break travel. In addition, the Head Coach is responsible for administrative tasks such as scheduling contests, budget management, and filing necessary reports.

The Head Coach must demonstrate a commitment to maintaining compliance with **NCAA**, Eastern Connecticut State University, and Little East Conference rules and regulations.

Qualifications: Bachelor's degree required; 3-5 years successful coaching experience; Proven ability to recruit student-athletes. *Preferred Qualifications* Experience as a collegiate head coach; Master's degree; Knowledge and support of DIII rules, regulations, and philosophy.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, NCAA website, Minority Opportunities Athletic Association ListServ, and NADIIIA ListServ (National Association of Division III Athletic Administrators).

48 applicants applied for the position which included 45 WM, 2 BM, and 1AAIANHNPI(M).

10 applicants were interviewed which included 10 WM.

The selected WM **goal candidate** has a master's degree in physical education and experience as an assistant and associate head coach at the Division I level. He has been involved in all aspects of running an intercollegiate lacrosse program with an emphasis on recruitment, retention, skill development, and academic growth.

III. Category: Professional Non-Faculty

Hiring Goals: 4 WF, 1 BF, 1 HM, 1 AAIANHNPI(M), 4 AAIANHNPI(F), and 1 TM.

Hired: 7 WM, 9 WF, 3 BF, 2 HF, 1 AAIANHNPI(F), and 2 TF.

Achieved: 4 WF, 1 BF, and 1 AAIANHNPI(F) goals were achieved.

Associate Director of Nursing for Enrollment & Communication AAIANHNPI(F) Hired

Position Summary: Under the direct supervision of the Chairperson for the Department of Health Sciences the Associate Director of Nursing Admissions, Enrollment Management and Communication manages all aspects of the admissions process and services related to the enrollment of students in all nursing programs; uses data and reporting to meet accreditation requirements and inform decision making; and develops and disseminates all internal and external print and digital communications for the Department of Health Sciences.

Qualifications: Master's degree in one of the disciplines represented in the College of Health and Human Services, or related field; minimum of four years of experience within higher education admissions/enrollment management; strong analytical, strategic thinking, and problem solving skills; strong organizational and project management skills; strong presentation, written, and oral communication skills; evidence of production of accurate, effective, and visually pleasing print and digital content; demonstrated competency with using software to create print and digital content; demonstrated ability to communicate effectively with all constituent groups including prospective students; demonstrated effectiveness in working collaboratively as a member of a team; strong interpersonal skills and capacity for building partnerships. Preferred: Experience in using enrollment management, content management, and project management software such as Banner, Salesforce/TargetX, MyEmma, Confluence, Jira, or other products; experience generating and using data to inform decision making; experience leading, managing, and supervising employees.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, the Chronicle for Higher Education, and internal SUOAF Union posting.

4 applicants applied for the position which included 1 WM, 1 WF, 1 HF, and 1 AAIANHNPI(F).

3 candidates were interviewed which included 1 WF, 1, HF, and 1 AAIANHNPI(F).

The selected AAIANHNPI(F) **goal candidate** has an MBBS degree (from a university in Nepal) which is the equivalent to a Doctor of Medicine degree. She has been an adjunct instructor and fulltime professor of Health Sciences and has performed academic advising. She is knowledgeable of the recruitment, enrollment, and admissions process at Eastern and has played a role in developing the new nursing program.

Admissions Counselor – 5 Positions

1 WM, 1 WF, 2 BF and 1 TF Hired

Position Summary: Assists the Associate Director with ongoing strategic communications with high school and independent counselors, including email, print, and other media; Represent the University both on- and off-campus to prospective students, parents, secondary school counselors and other individuals or organizations involved in the college selection process including at college fairs, high school visits, and other events; Plan and implement recruitment activities for assigned high schools and territories, including travel both in and out-of-state; Works collaboratively with two-year and community colleges to increase transfer student enrollment; Counsel prospective applicants on the admissions process and opportunities at the University by in-person appointments, phone calls, emails and social media outlets; Review and score application essays and other materials submitted by applicants for the purposes of making admission decisions; Coordinate and contribute to the success of various student visit programs designed to recruit targeted prospective applicants to the University; Assist in the development and delivery of on-campus events and programs for counseling groups and individuals .

Qualifications: Bachelor's degree with some admissions counseling and/or student outreach experience, or equivalent. This position requires the ability to travel to remote locations and to load and transport admissions materials, displays and other equipment. Some evening and weekend hours required, especially during the travel season. Strong cross-cultural interpersonal and writing skills are necessary, including public speaking skills and the ability to present the University in a positive way to diverse populations. Ability to represent the admissions profession positively through a strong, student- centered ethic. Basic familiarity with word processing, spreadsheet, and database software tools. Demonstrated ability to work effectively both independently and as part of a team.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Indeed.com, LinkedIn, and internal SUOAF Union posting.

51 applicants applied for the position which included 11 WM, 22 WF, 3 BM, 3 BF, 3 HM, 4 HF, 2 AAIANHNPI(F), 1 TM, and 2 TF.

6 of the 51 applicants (3 HM, 2 AAIANHNPI(F) and 1 TM) were goal candidates (since other goal categories were hired for this and other searches). All 6 applicants did not have any college admissions experience.

11 candidates were interviewed which included 2 WM, 3 WF, 1 BM, 3 BF, 1 HF, and 1 TF.

A selected WF **goal candidate** has a bachelor's degree in biology and is an Eastern alumna. She previously worked at Eastern as the Head Tour Guide while she was a student and is therefore familiar with the admissions process and the operation of the Admissions Office. She has also previously worked in retail and in the banking industry and is well versed in sales, marketing, and customer service.

A selected BF **goal candidate** has a bachelor's degree in sociology and is a Hartford Promise Scholar alumna which will help Eastern to strengthen its connection with the organization. . She has experience working in admissions at a small, private liberal arts college and values the liberal arts mission.

A selected BF **goal candidate** has a bachelor's degree in communication and is an alumna from Eastern. She previously worked as a tour guide at Eastern and is well versed with the admissions process and the Admissions Office operation. She is also experienced with marketing and sales.

A selected TF **goal candidate** has a bachelor's degree in sociology and is pursuing a master's in social work degree. She is an alumna from Eastern and previously worked for the Admissions Office as a student worker. Thus, she is familiar with Eastern, its mission, and the operation of the Admissions. Office.

A selected WM has a bachelor's degree in psychology and is an Eastern alumnus. He has experience as a family advocate, financial literacy educator, and elementary school tutoring coordinator. He is familiar with Eastern and its mission and does well with promoting the liberal arts experience.

Academic Advisor – 2 Positions

1 HF and 1 TF Hired

Position Summary: Under the supervision of the Director of the Advising Center, the Academic Advisor is responsible for assisting in coordination of advising services and academic support programs and for providing advising. The Academic Advisor's responsibilities will include: Assist in the coordination of academic advising services and provide 1 on t and group advising; Refer students to campus resources and provide assistance to students in working with university offices; Assist in the development and promotion of programs and activities that increase student use of tutorial and other resources to enhance academic achievement; Maintain appropriate student records and ensure appropriate and timely coordination of follow- up services; Submit written reports on a regular basis as required; Participate in student and program assessment activities; and attend workshops. conferences, and other staff development opportunities.

Qualifications: Bachelor's degree required, Master's Degree preferred. Experience in the development and delivery of academic and learning support services in higher education preferred:

Excellent written, oral and presentation skills, and technological competence. A commitment to fostering student success and the ability to relate well to a diverse student population

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Indeed.com, Workplace Diversity, and internal SUOAF Union.

54 applicants applied for the position which included 15 WM, 22 WF, 6 BF, 2 HM, 6 HF, 1 TF, and 2 AAIANHNPI(F).

4 of the 53 applicants (2 HM and 2 AAIANHNPI(F)) were goal candidates (since other goal categories were hired for other searches). 1 HM interviewed and made a culturally insensitive comment during the interview. 3 applicants (1 HM and 2 AAIANHNPI(F)) did not have any academic advisor experience or experience in higher education settings.

7 candidates were interviewed for the position which included 1 WF, 2 BF, 1 HM, 3 HF, and 1 TF.

The selected TF has a master's degree in student development in higher education and has over 8 years of experience working at colleges and universities. She is well versed in mental health resources for college students and has experience as an academic advisor at a community college as well as a research-I university.

The selected HF has a bachelor's degree in psychology and developmental disabilities and has over 10 years of experience as an academic advisor. She is experienced with developing academic interventions for students and is knowledgeable about technology and software used in academic advising.

Multimedia Assistant

1 HF Hired

Position Summary: Under the supervision of the Director of Media Services (ITS) or designee, the incumbent performs the following duties in accordance with institutional and ITS policies and procedures primarily in support of multimedia technology: Manages the Media Services equipment loan operation; Performs light maintenance and repair of loan items as well as creating and compiling equipment maintenance records; Manages the hiring and training of all student workers involved with the equipment loan and audio-visual event support operations for the university; Working in conjunction with the Communications and Visual Arts departments' faculty, creates and maintains a computer- based resource which the student workers use daily to access authorization lists used to control access to specific equipment and lab locations designated for use by students in these departments' curricula; Manages the Media Services central email account, responding to all requests for event support and equipment reservations; Working in conjunction with the university's Event Planning staff and end users, assess the audio-visual needs for events and then creates electronic schedule entries with descriptions of the resources needed, setup instructions, including event times and locations, using proprietary software which is then accessed by student and staff workers within the department for the coordination of event support; Sets up and operates audio-visual equipment for high profile events; In conjunction with other members of the Media Services department, performs installation of equipment for fixed classroom projection system upgrades; Works in conjunction with the computer network team in the ITS department to create maintain an accurate list of network jacks needed in classrooms for use with emergency multimedia carts in the

event of fixed projection system failures; Designs and builds multimedia carts and audio rack systems; Performs administrative duties such as; creating documentation and operational procedures for multimedia equipment, provides short training sessions for end users, equipment maintenances records, and inventory documentation and student evaluations, if so directed by the supervisor; Performs other duties and responsibilities related to those enumerated above which do not alter the basic responsibility of the position. Maybe required to work nights and weekends as necessary.

Qualifications: Associate or Bachelor's Degree in technology related discipline with at least three years' experience in media services. Ability to get along with people, work independently and engage in teamwork in a flexible and changing work environment The ability to relate well to a culturally diverse client population is also required . Knowledge and/or experience with media systems, experience in a college or university setting, and supervisory experience is preferred.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, and internal SUOAF Union.

11 applicants applied for the position which included 7 WM, 1 HF, 1 TF, and 2 AAIANHNPI(M).

7 candidates were interviewed which included 6 WM and 1 HF.

2 of the 11 applicants were goal candidates. 1 AAIANHNPI(M) did not meet the minimum requirements of 3 years of experience in media services and 1 AAIANHNPI(M) withdrew his application when offered an interview.

The selected HF has a bachelor's degree in digital media and has the requisite number of years' experience working in media services.

Clinical Coordinator of Nursing Program

WF Hired

Position Summary: The clinical coordinator will work with multiple clinical sites to coordinate student clinical placements at both the undergraduate and graduate level; Collaborates with clinical course coordinators, program coordinators and the Dept Chairperson to identify clinical placement needs for students; Identifies, recruits, and establishes collaborative relationship with clinical/practicum sites; Maintains currency and establishes new nursing student affiliation agreements in collaboration with University contract specialists; Submits requests to clinical agencies for student clinical site placements; Responds to inquiries from clinical agencies regarding planned student clinical site placements; Provides clinical agencies with course related information and expected clinical student learning outcomes; Collects student requests for preferred capstone clinical learning; assigns students to individual RN preceptors at clinical sites; Works with Public Affairs to develop certificates for capstone preceptors upon completion of each capstone rotation. Assigns students to respective clinical groups; Conducts site visits to clinical sites at least annually; Coordinates collection of student and faculty evaluation of clinical sites; submits data to Quality Improvement coordinator; Collaborates with faculty in evaluating clinical sites; Schedules and notifies students and clinical faculty regarding site specific orientations (including computer training) for each clinical group each semester; Submits list of student names to each site for student IDs; distributes IDs to students; Oversees Connecticut Hospital Association (CHA) standardized orientation for all students and faculty; maintains records of completion; Ensures that all students complete background checks at the start of the program; Monitors and reports clinical clearance

records for students and faculty (i.e., CPR certification, background checks, health and immunization requirements); Distributes and collects all Clinical Evaluation Tools (CETs) for all clinical courses. Identifies potential adjunct clinical faculty; Oversees the evaluation process adjunct clinical faculty; Performs other duties and responsibilities related to those enumerated above which do not alter the basic level of responsibility of the position.

Qualifications: RN licensure, Baccalaureate degree in nursing with Master's degree preferred, minimum of two years clinical experience as an RN. These qualifications may be waived for individuals with appropriate alternate experience.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Indeed.com, the Chronicle for Higher Education, and internal SUOAF Union.

7 applicants applied for the position which include 5 WF and 2 HF.

4 candidates were interviewed which included 3 WF and 1 HF.

The selected WF **goal candidate** has a bachelor's degree in nursing and has served as a registered nurse at several healthcare facilities. She has 12 years of clinical experience and has supervised other nurses where she provided training and was a field evaluator.

Program Assistant (Student Affairs) – 2 positions

2 WF Hired

Position Summary: Plans, organizes, and coordinates the daily operations of the department. Provides assistance which may include research and writing to faculty, staff, students and vendors; Prepares materials and schedules meetings; Processes the reimbursement process ensuring compliance, accuracy, timeliness, follow-up communication, and adequacy of supporting documentation; and monitors compliance with internal policies, agency rules and regulations, and generally accepted accounting principles; Prepares travel authorization for employee and student travel. Reconciles department P-cards monthly and other financial functions. Prepares deposits for University accounts; Processes invoices ensuring accuracy, timeliness, and adequacy of supporting documentation; Communicates with vendors and end users to resolve outstanding invoices, correct billing errors, and resolve credit balances; Performs other related duties to those enumerated above that does not alter the basic level of responsibility of the positions.

Qualifications: Bachelor's degree and at least 2 years of relevant experience. Knowledge of general accounting practices. Extremely customer focused and excellent client relationship skills. Strong personal computer and business solutions software skills. Proficiency in MS Office Suite. Strong analytical and problem solving skills. Planning and organizational skills to balance and prioritize. Works well in a team environment and ability to work independently and meet deadlines. Experience with Ellucian Banner preferred.

Recruitment activities included advertisement through internal SUOAF Union.

2 WF applicants applied for the position.

Both WF were chosen via SUOAF Contract article 10.2.1 which indicates employees who are employed at the Administrator-1 rank, may be advanced to a higher rank after one year of successful work performance as a trainee.

A selected WF candidate has a bachelor's degree in business administration and has over 5 years of relevant experience having served as a student worker, intern, university assistant, and Student Affairs Trainee.

Another selected WF candidate has a bachelor's degree in mathematics and a Master of Social Work degree. She was previously a trainee and served as a community engagement coordinator with the Center for Community Engagement.

Assistant Director of Human Resources

WF Hired

Position Summary: Eastern Connecticut State University is seeing qualified candidates for an Assistant Director of Human Resources position to join our HR team. Reporting to the Chief Human Resources Officer, the Assistant Director will perform a full range of professional level duties to support the human resources office, including employees recruiting, hiring and exiting, benefits administration and Core-CT transaction. In addition, the Assistant Director shall assist Chief Human Resources Officer with all aspects of classified labor contract administration and collective bargaining support services, including, but not limited to collective bargaining negotiations and grievance resolution.

Qualifications: Bachelor's Degree Bachelor's degree and three (3) years' experience in Human Resources or related field. Experience managing benefits, contract compliance matters and recruitment using job application systems preferred.

Recruitment activities included advertisement on the ECSU website and HigherEdJobs.com.

45 applicants applied for the position which included 6 WM, 21 WF, 1 BM, 9 BF, 3 HF, 1 AAIANHNPI(M), 3 AAIANHNPI(F), and 1 TF.

4 candidates were interviewed which included 3 WF and 1 AAIANHNPI(F).

The selected WF **goal candidate** has a master's degree in organizational psychology and has over 5 years of experience in human resources in a higher education setting. She has experience with benefits, new hire orientation, and higher education.

Associate Director of Health Services

WF Hired

Position Summary: 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 that provides 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.

Qualifications: Connecticut licensure as a registered nurse, nurse practitioner, or physician's assistant; BSN required, master's degree in nursing or related field preferred. Five years of medical staff experience required; university health or medical staff experience preferred; Excellent interpersonal skills; demonstrated ability to lead and motivate others. Ability to practice independently. Clinical experience in urgent care, primary care, college health, family practice or acute care. Experience with administrative aspects of a health care practice.

Recruitment activities included advertisement on the ECSU website, Nurserecruiter.com, Latinosinhighered.com, LinkedIn, Indeed.com, The Chronicle for Higher Education, HigherEdJobs.com, Indeed.Com, and internal SUOAF Union.

4 WF applicants applied for the position.

None of the applicants were goal candidates because the WF goals were achieved through other searches.

2 WF candidates were interviewed.

The selected WF has a bachelor's in nursing (BSN) degree as well as a master's in nursing with a concentration as a family nurse practitioner. She has over 5 years of clinical experience in various healthcare settings and has experience with both primary and urgent care. She has assisted in treatment of acute and chronic care including respiratory infections, minor injuries, anxiety, and depression.

Director of Clinical Education (Nursing Program)

WF Hired

Position Summary: The Director provides oversight for the clinical educational aspects of the program, including clinical placements, preceptorships, simulation, nursing labs, clinical partnerships. for all aspects of the program. The clinical director will be engaged in extensive outreach activities focused on maintaining and increasing clinical educational experiences for our growing nursing programs.

Qualifications: Master's degree and RN credentials required. Doctor of Nursing Practice (DNP) or doctoral degree in nursing education (EdD or PhD) preferred. Strong marketing, recruitment, clinical, administrative, and leadership skills required. Five years of experience with clinical nursing education, clinical placements and instruction in a nursing program in a college or university is required.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Indeed.com, the Chronicle for Higher Education, and internal SUOAF Union.

9 applicants applied for the position which include 7 WF, 1 BF, and 1 HF.

4 candidates were interviewed for the position which included 3 WF and 1 HF.

None of the applicants were goal candidates because the WF goals were achieved through other searches.

The selected WF has a Doctor of Nursing degree and has over 30 years of clinical experience as a nurse. She maintains several licensures in the healthcare profession and has presented on numerous topics related to nursing education. Her doctoral coursework also includes training in nursing curriculum design. She demonstrated herself as a collaborative leader, effective communicator, and a resourceful team player.

CSU Administrative Assistant (Academic Affairs)

WF Hired

Position Summary: The Administrative Assistant acts as a confidential administrative support to the Provost and Vice President for Academic Affairs of the University, interacts with University personnel and exercises independent judgment regarding matters relating to the assigned office. The Assistant handles correspondence for the office, schedules appointments and meetings, screens telephone calls, assists with administrative details, composes routine letters, edits correspondence, performs directed research activities, monitors office budgets and division accounts, prepares reports, and coordinates various projects as assigned.

Qualifications: Two years progressively responsible administrative experience. Demonstrated experience using electronic filing software such as Interfolio, or sharepoint. Preferred Qualifications: Bachelor's degree; Experience supervising support staff; Administrative experience in a higher education environment, preferably supporting high-level executives such as Dean of a College or School, Vice President or President.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Indeed.com, and Jobs.chronicle.com.

12 applicants applied for the position which include 1 WM, 9 WF, and 2 BF.

2 WF candidates were interviewed for the position.

The selected WF **goal candidate** has an associate degree in early childhood education and has over 5 years' experience of previous executive level administrative assistant experience in a higher education setting. She is familiar with several administrative software and is familiar with FERPA and other higher education compliance regulations and procedures.

Assistant Counselor

WM Hired

Position Summary: Full-time staff 10-month position in the office of Counseling and Psychological Services (CAPS). The Center provides services that include individual and group counseling; crisis intervention; consultation to staff and faculty members; outreach services; and training of Master's and Doctoral-level practicum students. Counselor will provide individual and group counseling / psychotherapy; complete intake evaluations; crisis intervention; supervise graduate level practicum students; provide training and community outreach services. Participate in

university committees and activities. Perform other related duties as assigned by the Director of Counseling and Psychological Services.

Qualifications: Requires a master's degree in clinical or counseling psychology or social work and Connecticut state licensure or Doctoral Degree in clinical or counseling psychology and Connecticut state licensure as a psychologist or other related field. Candidates must be licensed to practice independently in CT at date of hire. Experience working with college-aged population, knowledge of developmental issues of college students and demonstrated knowledge of and sensitivity to multicultural and disability issues required.

Recruitment activities included advertisement on the ECSU website, The Chronicle for Higher Education, HigherEdJobs.com, Indeed.Com, Universitycounselingjobs.com, National Latinx Psychological Association, Association of Black Psychologists, Black Student Affairs Professionals Facebook Page, Insightintodiversity, AUCCD, ACA, APA, and NASW.

27 applicants applied for the position which include 2 WM, 14 WF, 2 BM, 5 BF, 2 HM, and 2 HF.

9 Candidates were interviewed which included 1 WM, 6 WF, 1 BM, and 1 BF.

1 of the 27 applicants was a goal candidate (since the 4 WF goal has already been met). 1 HM did not have the proper CT clinical license to be able to be able to practice independently.

The selected WM has a Psychological Doctorate (Psy.D.) and is a licensed clinician for the State of Connecticut. He has nearly 10 years of clinical experience post doctorate and has worked as a counselor at several universities. He also has experience working with diverse populations and has presented extensively in higher education settings on assessment, crisis intervention, and group therapy.

Assistant Dean of Education & Professional Studies

WM Hired

Position Summary: Under the supervision of the Dean, the Assistant Dean performs the following functions: Assists **in** the administration of the office and represents the Dean on and off campus as directed by the Dean; Assists **in** course scheduling and other administrative activities related to the operations of the School/Graduate Division; Serves as the Certification Officer for the School's Educator Preparation Program (EPP) and reviews and recommends qualified candidates to the State Department of Education for licensure; Serves as liaison with the State Department of Education, school districts, and other agencies on regular and special projects; Serves as Eastern's voting member in the CT chapter of the American Association of Colleges and Teacher Education (AACTE-CT); Supports the Office of Educational and Clinical Experiences as directed by the Dean, including oversight of Tk20 or equivalent and edTPA, and serves of the Committee on Admissions and Retention in Education (CARE); Engages in student-related activities, including but not limited to, academic planning, resolution of academic difficulties, appeals, and dismissals; Coordinates the review and adjustment of Faculty Load Credits for all SEPS departments; Provides input to the Dean on budgets, programs, and strategic objectives for the School/Graduate Division; Performs other duties and responsibilities related to those enumerated above which do not alter the basic level of responsibility of the position.

Qualifications: Master's Degree required. Terminal degree in educational administration preferred. Minimum of four years' experience demonstrating ability to effectively work with traditional and non-traditional students, faculty and staff, and representatives of community agencies.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Indeed.com, the Chronicle for Higher Education, and internal SUOAF Union.

22 applicants applied for the position which include 8 WM, 11 WF, 2 BF, and 1 AAIANHNPI(F).

8 candidates were interviewed which included 2 WM, 5 WF, and 1 BF.

1 of the 22 applicants was a goal candidate (since the 4 WF and 1 BF goals have already been achieved through other searches). 1 AAIANHNPI(F). lacked experience working with community agencies and public-school systems. Additionally, she lacked experience with working collaboratively with faculty in a higher education setting.

The selected WM has a doctorate degree in elementary education with an emphasis in curriculum and instruction. He previously served as an associate professor and Chair of the Department of Education at another institution. He has experience with working with faculty, budgeting, course scheduling, and engaging a range of stakeholders (including public school districts).

Assistant Degree Auditor

WM Hired

Position Summary: Responsible for the auditing of the academic records of students in a variety of majors to determine compliance with degree requirements. Assists with the operation of the Registrar's Office counter.

Qualifications: Bachelor's degree required with two years of experience monitoring detailed records. Knowledge and familiarity with student information systems desired. Possession of strong interpersonal skills as well as written and oral communication skills needed to work with diverse constituencies is required.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Indeed.com, LinkedIn.com, and internal SUOAF Union.

14 applicants applied for the position which include 3 WM, 7 WF, 2 BF, 1 HM, and 1 HF.

4 candidates were interviewed which include 1 WM, 1 WF, and 2 BF.

1 of the 14 applicants was a goal candidate (since 4 WF and 1 BF goals have already been achieved through other searches). The HM did not have two years' experience related to working with records and did not have experience with student information systems.

The selected WM has a bachelor's degree in psychology and has previous experience working in Financial Aid and working in a Registrar's Office. He is familiar with Banner, OnBase, Scribe, Degree Works, Parchment, Cascade, and WordPress software systems.

Assistant Director of Admissions & Enrollment Management

WF Hired

Position Summary: Under the supervision of the Director of Admissions and Enrollment Management, the Assistant Director of Admissions and Enrollment Management is responsible for all aspects and phases of the recruiting and application process of qualified students, as well as related enrollment outreach, to support a diverse student body.

Qualifications: Bachelor's Degree required. Excellent verbal, written communication, and organizational skills as well as demonstrated commitment to diversity required. Minimum of three years' experience in higher education environment in a productive, proactive, high-volume Admissions/Enrollment Management Office required. Willingness to engage in travel and computer competency also required. Specific knowledge of student markets and recruiting/marketing skills required.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Indeed.com, LinkedIn.com, and internal SUOAF Union.

19 applicants applied for the position which include 1 WM, 11 WF, 1 BM, 3 BF, 1 HF, 1 AAIANHNPI(F), and 1 TF.

4 WF candidates were interviewed.

2 of the 19 applicants were goal candidates (since 4 WF and 1 BF goals have already been achieved through other searches). Both the AAIANHNPI(F) and the TF did not have the three years of experience in higher education admissions.

The selected WF has a master's degree in student development in higher education and has served as an admissions counselor for over five years. She has experience with guiding tours and marketing the University. She is also well-versed with using FolderWaver, Banner, and other admissions/recruitment software.

Assistant to the Director of Financial Aid

WM Hired

Position Summary: The Assistant to the Director of Financial Aid will be responsible for supporting all aspects of financial aid processing including, but not limited to: financial aid counseling, FAFSA verification, awarding financial aid, supporting front line staff, coordinating appeal requests, participating in outreach and FAFSA completion programs.

Qualifications: Bachelor's Degree required. At least 1 year of experience working in Higher Education in a financial aid setting preferred. Demonstrate strong written and interpersonal communication skills. Ability to work in a fast-paced environment and ability to multi-task.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Indeed.com, LinkedIn.com, and internal SUOAF Union.

21 applicants applied for the position which include 3 WM, 10 WF, 2 BF, 3 HF, 2 AAIANHNPI(F), and 1 TF.

10 candidates were interviewed which include 3 WM, 4 WF, 2 BF, and 1 AAIANHNPI(F).

3 of the 21 applicants were goals candidates (since 4 WF and 1 BF goals have already been achieved through other searches). 1 AAIANHNPI(F) was interviewed but had no experience in a financial aid setting (her experience was in career services) and was not able to answer basic questions related to financial aid. 1 AAIANHNPI(F) did not have an earned bachelor's degree. 1 TM did not submit a completed applications.

The selected WM has a bachelor's degree in public policy and has worked in the financial aid field for over two years. He is knowledgeable about Inceptia, Banner, VA-Enrollment Manager, and other software systems related to financial aid. He also has previous customer service experience.

Billing Administrator

WM Hired

Position Summary: The Billing Administrator coordinates the billing and collection activities of the Bursar's Office and handles the day to day billing activities of the University which includes student billing through eBill vendor, third-party billing for sponsored student payments, and Perkins Loan collection.

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.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Indeed.com, LinkedIn.com, and internal SUOAF Union.

48 applicants applied for the position which include 11 WM, 22 WF, 3 BM, 4 BF, 1 HM, 1 HF, 1 AAIANHNPI(F), 1 TM, and 4 TF

4 candidates were interviewed which include 1 WM, 2 WF, and 1 TF.

7 of the 48 applicants were goal candidates (since 4 WF and 1 BF goals have already been achieved through other searches). 1 HM, 1 AAIANHNPI(F) and 3 TF did not have two years of experience in billing and collections; 1 TM submitted an incomplete application. 1 TF was interviewed and declined the offered position.

The selected WM has a bachelor's degree in accounting and has an extensive background in the field of accounts receivable. He has considerable experience with billing software and is proficient with VLookup, Pivot Tables, and other technical skills.

Programmer Analyst

WM Hired

Position Summary: This position gathers, analyzes, and documents user requirements; develops, tests, and supports software programs according to user requirements; and administers, maintains and enhances the security of the software programs.

Qualifications: Bachelor's degree in Computer Science or related area; Minimum 3 years of experience with responsibilities involving design, implementation, testing, and maintenance of software programs according to user requirements and specifications; Familiarity with one or more operating systems; Familiarity with one or more programming languages; Knowledge of relational database concepts; Experience with web technologies is a plus; Experience with one or more the following technologies: J2EE/JAV A, XML, SQL, Oracle, data modeling, configuration management and object oriented methodology tools .

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Indeed.com, LinedIn.com, and internal SUOAF Union.

6 applicants applied for the position which include 1 WM, 2 WF, 1 HM, and 3 AAIANHNPI(M).

6 candidates were interviewed which include 1 WM, 1 WF, 1 HM, and 3 AAIANHNPI(M)

4 of the 6 applicants were goal candidates (since 4 WF goals have already been achieved through other searches). 1 HM and 1 AAIANHNPI(M) were offered the position and declined. 2 AAIANHNPI(M) were interviewed, but lacked the knowledge and experience related to programming language and database management necessary for the position.

The selected WM has a master's degree in computer science and has extensive experience with database management in a higher education setting. Candidate also has experience with web design, programming, and business information systems and is knowledgeable about programming codes and language.

IV. Category: Secretarial/Clerical

Hiring Goals: 4 WM, 1 BM, and 1 HM.

Hired: 5 WF and 1 TF.

Achieved: No goals were achieved in this category for 2023-24.

Payroll Clerk

WF Hired

Position Summary: The Payroll Clerk is accountable for preparing and maintaining biweekly regular, overtime and supplemental payrolls for an assigned group of employees and independently performing various payroll support activities. Incumbents are required to perform a full range of activities in the preparation and maintenance of various employee payrolls.

Qualifications: Three (3) years of experience in bookkeeping, accounts payable or clerical work involving finances. One (1) year of the General Experience must have involved payroll preparation. One (1) year as a Financial Clerk performing payroll duties may be substituted for the General and Special Experience. Knowledge of payroll terminology, practices and procedures as well as experience with basic accounting and bookkeeping principles and procedures required.

Recruitment activities included advertising on the ECSU website, the DAS JobsApp website, and the CSCU-System Office website.

41 applicants applied for the position which includes 7 WM, 20 WF, 4 BM, 5 BF, 1 AAIANHNPI(F), 2 TM, and 2 TF.

6 candidates were interviewed which included 1 WM, 3 WF, 1 BF, and 1 TM.

13 of the 80 applicants are goal candidates. 1 WM was interviewed and offered the position but declined the offer. 1 WM withdrew his application when he was contacted for an interview. 11 goal candidates (5 WM, 4 BM, 1 AAIANHNPI(F), and 1 TM) did not have the requisite three years of financial clerical or payroll work.

The selected WF has an associate degree in general studies and served as a bookkeeper for a local municipality for fourteen years. She is familiar with pension reporting requirements as well as payroll-related software. She assisted with processing payroll for 65 employees of the municipality where she worked.

Cash Accounting Clerk

WF Hired

Position Summary: The Cash Accounting Clerk in the Bursar's Office performs the following duties to receive funds, to disburse funds, and to record monetary transactions: Receives cash or checks in person or by mail; counts money to verify amounts and issues receipts for funds received; issues change and cashes checks; compares totals on cash register with amount of currency in register to verify balances; endorses checks and totals cash and checks for bank deposit; prepares bank deposit slips; withdraws cash from bank accounts and keeps custody of cash fund; searches files (manually or using a computer) for proper account information; posts data to accounts and balances receipts and disbursements; answers questions in person or by phone regarding account status; compiles collection and disbursement reports; performs related general office work (typing, filing, etc.) as required.

Qualifications: Two (2) years of clerical experience in accounting, financial record keeping or bookkeeping. Knowledge of accounting codes; knowledge of general office procedures; basic bookkeeping skills; interpersonal skills; ability to handle large amounts of money; ability to perform general clerical tasks; ability to operate a variety of office equipment which includes personal computers and electronic equipment, cash registers and check writing machines.

Recruitment activities included advertising on the ECSU website, the DAS JobsApp website, and the CSCU-System Office website.

80 applicants applied for the position which includes 9 WM, 44 WF, 3 BM, 5 BF, 1 AAIANHNPI(M), 4 AAIANHNPI(F), 6 TM, and 8 TF.

7 candidates were interviewed which included 1 WM, 1 WF, 1 BM, 1 AAIANHNPI(M), 2 TM, 1 TF

12 of the 80 applicants were goal candidates. 7 (5 WM, 2 BM) had incomplete applications by not responding to DAS follow-up questions and did not respond to requests to submit needed materials. 3 WM did not have the required number of years' experience in the appropriate field. 1 WM did not show up for second interview and did not respond to follow-up phone calls to reschedule. 1 BM was interviewed and was offered the position but declined the offer.

The selected TF has an extensive background in cash handling, accounting, and reconciliation. She also has experience in customer service. She is experienced with high volume transactions and is familiar with auditing standards and procedures.

Secretary 2 – Education Department

WF Hired

Position Summary: The Secretary 2 is accountable for independently performing a full range of secretarial support functions requiring an understanding of organizational policies and procedures. Duties include typing, filing, correspondence development, note taking, report writing, interpersonal interactions, processing data/information/paperwork, and office management. Incumbents in this position must have a thorough knowledge of and responsibility for a total office operation. Understanding of organizational policies must be demonstrated by regular relating of information regarding University policies and procedures via telephone, in person and/or correspondence.

Qualifications: Three (3) years of experience above the routine clerk level in office support or secretarial work. One (1) year of the General Experience must have been as a Secretary 1 or its equivalent. College training in the secretarial sciences may be substituted for the General Experience on the basis of fifteen (15) semester hours equaling one-half (1/2) year of experience to a maximum of two (2) years.

Recruitment activities included advertising on the ECSU website, the DAS JobsApp website, and the CSCU-System Office website.

64 applicants applied for the position which includes 3 WM, 46 WF, 3 BM, 1 BF, 3 TM, and 8 TF.

6 candidates were interviewed which included 1 WM and 5 WF.

6 of the 64 applicants were goal candidates. 1 WM was interviewed but withdrew his application after the interview. 5 (2 WM and 3 BM) did not have the requisite number of years' experience doing clerical work and were, therefore, not qualified.

The selected WF has a bachelor's degree in management and over twenty-five years of clerical experience in higher education at a community college. She is familiar with most computer systems and is familiar with policies and procedures related to higher education.

Secretary 1 – Health Sciences Department

WF Hired

Position Summary: As a junior secretarial level where incumbents would gain the knowledge of the total office operation necessary to perform successfully at the full working Secretary 2 level, the Secretary 1 is accountable for independently performing a full range of secretarial support functions requiring an understanding of organizational policies and procedures. Duties include

typing, filing, correspondence development, note taking, report writing, interpersonal interactions, processing data/information/paperwork, and office management. Incumbents in this position must have a thorough knowledge of office systems and procedures and responsibility for a total office operation. Understanding of organizational policies must be demonstrated by regular relating of information regarding University policies and procedures via telephone, in person and/or correspondence.

Qualifications: Two (2) years of experience above the routine clerk level in office support or secretarial work.

Recruitment activities included advertising on the ECSU website, the DAS JobsApp website, and the CSCU-System Office website.

47 applicants applied for the position which includes 3 WM, 37 WF, 2 BF, 1 AAIANHNPI(M), and 4 TF.

3 candidates were interviewed which included 3 WF.

3 of the 47 applicants were goal candidates. 3 WM. did not have the required two years of clerical experience.

The selected WF has a bachelor's degree in communication and has over 4 years of experience doing clerical work. She also has experience in customer service.

Processing Technician – Accounts Payable - 2 Positions

2 WF Hired

Position Summary: Processing Technicians perform the most complex duties related to an agency's clerical processing functions; Examines incoming materials for accuracy, completeness and conformance to state statutes and regulations; Makes corrections and/or additions; Devises follow up procedures to efficiently and effectively carry out activities; Initiates and maintains communications with a wide variety of resources to verify information and complete transactions including other state employees, offices and outside officials such as attorneys, judicial and social welfare officials or representatives; Interprets and applies state statutes and regulations relating to the particular processing service; Makes decisions as to case status, transaction permissibility or admissibility; Responds to internal and external inquiries for information and assistance; Sets up and maintains office procedures, filing and indexing systems and forms for office use and to meet recurring needs; Maintains calendars of due dates and initiates recurring work or special clerical projects accordingly; Maintains records and logs; Prepares status or statistical reports related to processing function; Assists in maintaining general files in support of processing function; Initiates correspondence in carrying out duties; Types correspondence, forms, file documentation, etc. in support of processing function; May process fees and maintain financial records; May lead lower level clerical employees assisting in carrying out processing responsibilities; Performs related duties as required.

Qualifications: Three years of clerical work experience is required. One year of the general experience must have involved a full range of clerical duties as an Office Assistant, Interpreter Clerk, or its equivalent. Knowledge of office systems and procedures required.

Recruitment activities included advertising on the ECSU website, the DAS JobsApp website, and the CSCU-System Office website.

59 applicants applied for the position which includes 9 WM, 27 WF, 7 BM, 8 BF, 2 AAIANHNPI(F), and 6 TF.

9 candidates were interviewed which included 2 WM, 4 WF, 1 BM, 1 BF, and 1 TF.

16 of the 59 applicants are goal candidates. 13 (7 WM and 6 BM) had incomplete applications by not responding to DAS follow-up questions and they did not respond to requests to submit needed materials. 2 (1 WM and 1 BM) withdrew their application after being interviewed and 1 WM was interviewed and offered the position but declined the offer.

One of the selected WF has over 10 years of clerical experience at several state agencies which includes an institution of higher education. She has experience with fiscal operations, bookkeeping, and accounts payable functions.

The other selected WF has over 15 years of clerical experience as a billing manager and fiscal accountant. She has credits toward a bachelor's degree in accounting and is familiar with software utilized in fiscal affairs.

VI. Category: Skilled Crafts

Hiring Goals: 1 WF, 3 HF, 1 AAIANHNPI(M), and 1 TM.

Hired: 1 WM, and 1 HM.

Achieved: No goals were achieved in this category for 2023-24.

Stationary Engineer – 2 Positions

1 WM and 1 HM Hired

Position Summary: This position is accountable for independently performing a full range of tasks involved in the operation of a moderate or large sized heating or power plant or for working as a technical maintenance or repair expert on powerhouse, high pressure steam and allied facilities and equipment; may be in complete charge of a small heating plant. Works under the general supervision of a Lead or Supervising Stationary Engineer or other employee of higher grade. May lead Boiler Tenders, Maintainers or individual workers as assigned.

Qualifications: Three (3) years of experience in the operation, maintenance, and repair of steam boilers or of significant auxiliary boiler room or power plant equipment. Incumbents in this class may be required to possess and retain appropriate current licenses, permits and/or certifications.

Recruitment activities included advertising on the ECSU website, the DAS JobsApp website, and the CSCU-System Office website.

Stationary Engineer Search #1: 9 applicants applied for the position which include 7 WM, 1 HM, and 1 AAIANHNPI(M).

2 WM candidates were interviewed.

1 out of the 9 applicants was a goal candidate. The AAIANHNPI(M) did not have boiler experience. The selected WM has 33 years of boiler and heating system experience.

Stationary Engineer Search #2: 2 applicants applied for the position which include 1 WM and 1 HM.

1 HM candidate was interviewed.

None of the applicants were goal candidates.

The selected HM has worked in various positions within the facilities management field and has the requisite three years of experience in boiler maintenance.

VII. Category: Protective Services

Hiring Goals: 7 WM

Hired: 4 WM and 1 WF

Achieved: 4 WM goals were achieved.

Police Officer – 3 Positions

WF Hired

Position Summary: The police officer position is full-time, 40-hours per week, and incumbents must be available to work all shifts. As a University Police Officer you will: Respond to emergencies and requests for assistance; provide crowd control at various events and activities; Monitor designated areas to ensure physical security and authorized access in order to prevent theft, trespass, vandalism, or violation of state statutes or regulations; Provide directions and routine information to the public; initiate and conduct criminal and other investigations of violations, suspicious activities or reports of incidents occurring within jurisdiction; Direct traffic and enforce motor vehicle and parking regulations; Conduct on-site investigations, including question witnesses, arrest individuals at scenes, and issue summonses; Record information; and, Serve as dispatcher when necessary.

Qualifications: Certification as a law enforcement officer in the State of Connecticut pursuant to regulations promulgated by the Connecticut Police Officer Standards and Training Council. Candidates with a pending certification status may be employed on a temporary basis pending re-certification by the Connecticut Police Officer Standards and Training Council.

Recruitment activities included advertising on the ECSU website and the DAS JobsApp website.

Police Officer Search #1: 9 applicants applied for the position which include 4 WM, 1 WF, 3 HM, and 1 HF.

3 candidates were interviewed which include 2 WM and 1 WF.

4 of the 9 applicants were goal candidates. 3 WM were not certified police officers and were not CT POST certified as required.

The selected WM **goal candidate** is currently CT-POST certified and is retired officer from a local municipality. He also served as an officer with the Connecticut's Department of Environmental Protection. He has a bachelor's degree in psychology and a master's degree in criminal justice.

The selected WF is currently CT POST certified and is currently employed as a police officer at the DMHAS. She has prior municipal law enforcement experience and hold certifications as an emergency medical technician and as an evidence technician.

Police Officer Search #2: 9 applicants applied for the position which include 4 WM, 4 BM, and 1 AAIANHNPI(M).

1 WM was interviewed.

The selected WM **goal candidate** has a bachelor's degree in criminal justice and is CT-POST certified. He has experience in law enforcement in a higher education setting at the University of Connecticut and is passionate about community policing. .

Buildings & Grounds Patrol Officer – 2 Positions

2 WM Hired

Position Summary: Enforces regulations relating to parking and traffic control as established by assigned agency; directs traffic on state property; issues tickets for violations; gives information and assistance to visitors; guards entrances and exits to prevent trespass, vandalism, theft and other violations; performs routine vehicle and foot patrol duty and monitors security and alarm systems to detect theft and other criminal acts; provides security escorts; provides first aid when necessary; performs dispatching and record keeping functions at a desk post; may assist in fire prevention and firefighting activities; at an agency or institution, may oversee the activities of fellow officers as designated; at the State Regional Market, collects stall fees from vendors and prepares receipts of same; performs related duties as required.

Qualification: Any experience or training which would provide the skills and abilities to execute the duties and responsibilities of the position. Interpersonal skills; basic oral and written communication skills; ability to think and act quickly in an emergency with judgment and discretion. Incumbents in this class may be required to possess and retain a valid Motor Vehicle Operator's license. Incumbents in this class may be required to obtain and maintain a Standard First Aid Certificate and/or CPR certification.

Recruitment activities included advertising on ECSU website and the DAS JobsApp website.

101 applicants applied for the position which include 44 WM, 13 WF, 19 BM, 2 BF, 20 HM, and 3 HF.

4 candidates were interviewed which included 3 WM and 1 WF.

The WM **goal candidate** is certified in 911-dispatch as well as CPR-AED resuscitation. He has served as a Connecticut State Police Auxiliary Trooper for over 30 years and has excellent computer skills.

The other WM **goal candidate** has been a fire chief for 17 years and is certified as a 911-dispatcher as well as CPR-AED resuscitation. He also has experience as a hospital security officer and is experienced with computers.

VIII. Category: Maintenance

Hiring Goals: 28 WM, 4 WF, 1 BM, 1 AAIANHNPI(F), 1 TM, and 1 TF.

Hired: 2 WM, 2 WF, 1 BM, and 5 HM.

Achieved: 2 WM, 2 WF, 1 BM, and 5 HM goals were achieved.

Landscape Technician

1 WM Hired

Position Summary: Prepares, installs and maintains decorative landscaping features to include flowers, plants, shrubs, ornamental grasses, trees, waterscapes, lighting and decorative and synthetic or natural materials in formal gardens, plant containers, borders and island beds; hauls materials, fills, grades and slopes work sites; pulls weeds, mulches, repairs drip lines, waters and fertilizes; installs and maintains turf by seeding or sodding, repairing, mowing and fertilizing; clears brush, debris and leaves from lawns and catch basins; installs, maintains and regulates irrigation systems; installs and maintains recreational sports fields; operates and maintains various large and small power and construction equipment including bucket/boom truck, front loader, backhoes, bulldozers, forklifts, tractors, dump trucks of five (5) ton or greater capacity, plow and pickup trucks and trailers, street sweepers, leaf vacuums, wood chippers, mowers, leaf blowers, weed whackers and chain saws; maintains and repairs small gas engine power equipment and large equipment to include, but not limited to, oil and spark plug change, blade sharpening, tire change or repair, fluid change and battery replacement; uses and maintains various hand tools; assists with the set up and dismantling of, but not limited to, plantings, fences, chairs, tents, bleachers and tables for special events; installs and maintains fences, bollards and signage campus wide; installs, maintains and repairs asphalt pavement and other materials on travelled surfaces; performs pre-treatment and snow and ice removal; assists arborists with tree pruning or felling operations; maintains orderliness and efficiency of landscape work sheds and surrounding areas; removes trash and changes bins daily; may apply pesticides under direct supervision; may paint poles and other structures within the landscape; may travel to work at regional campuses; performs related duties as required.

Qualifications: Two (2) years of experience in landscape maintenance including the operation, maintenance and repair of small and large power/motor equipment and heavy construction and/or commercial equipment and vehicles used in landscaping. One (1) year of the General Experience must include plant selection and installation, pruning, fertilization and seeding of turf grasses. Knowledge of various plants used in landscape features; knowledge of proper care of plants for sustainment; basic knowledge of turf grass management practices; some basic knowledge of pesticides and application methods and techniques; interpersonal skills; oral and written communications skills; ability to operate, maintain and repair hand tools; ability to operate, maintain and repair small gas engines; ability to operate maintain and repair large power equipment; ability to operate, maintain and repair heavy construction and commercial landscaping equipment and vehicles; ability to use personal protective equipment; ability to follow written and oral instructions; some ability to utilize computer software.

Recruitment activities included advertising on the ECSU website and the DAS JobsApp website.

49 applicants applied for the position which included 29 WM, 4 BM, 7 HM, 2 HF, 2 AAIANHNPI(M), and 5 TM.

4 WM candidates were interviewed.

The selected WM **goal candidate** was the most senior internal candidate and was selected because of collective bargaining terms. He has extensive experience in landscaping and grounds maintenance from his Landscaping Technician position at Manchester Community College.

Custodian – 9 Positions

1 WM, 2 WF, 1 BM, and 5 HM Hired

Position Summary: Performs custodial tasks and maintenance of areas such as dormitories, classroom, offices, auditoriums, wards, kitchens, dining rooms and lavatories including outdoor areas (i.e. trash around buildings); dusts, mops, sweeps, scrubs, strips, waxes and polishes floors using appropriate equipment such as floor polishers and buffers; washes, dusts, and polishes glass including windows, woodwork, walls, furniture and metal equipment; makes beds; checks, marks, stores and issues linens, blankets, and clothing (limited to individual's work area not to include counting and inspection for a larger area); collects and counts soiled laundry; distributes, empties and sterilizes glassware, wash basins and bedpans; sweeps walks; collects and disposes of trash; reports needs for repairs; performs minor maintenance; runs errands; inspects buildings for damage and reports conditions to supervisor; may change light bulbs and replace fuses; may lubricate or tighten door hinges, drawers, cabinets, etc.; may replace ceiling or floor tiles; may remove snow and ice from stairways and walkways around buildings; may sand and salt stairways and walkways; may move furniture and/or set-up classrooms; performs related duties as required.

Qualifications: Some interpersonal skills; some oral and written communication skills; ability to follow oral and written instructions; ability to operate, care for and perform minor maintenance on tools and equipment used in daily work; some ability in simple record keeping. Minimum of one-year prior custodial experience.

Recruitment activities included advertising on the ECSU Human Resources website and the DAS JobsApp website.

Custodian Search #1: had 79 applicants to apply for the position which includes 31 WM, 9 WF, 7 BM, 1 BF, 21 HM, 8 HF, 1 AAIANHNPI(M), and 1 AAIANHNPI(F).

13 candidates were interviewed which included 8 WM, 1 WF, and 3 HM.

48 of the 79 are goal candidates. 2 WM did not pass the background check upon being offered the position. 4 WM were offered the position and declined. 2 WM withdrew their applications after the interview. 10 WM did not respond to phone calls to schedule interviews. 26 (11 WM, 7 WF, 7 BM, 1 AAIANHNPI(F)), did not meet the minimum qualifications of having at least one (1) year of custodial experience. 4 (2 WM and 2 WF) submitted incomplete applications.

The selected HM has over one year of experience working as a custodian at an office complex and will be an asset to working in a college environment.

Custodian Search #2 (3 Positions Hired): had 41 applicants who applied for the position which includes 18 WM, 4 WF, 3 BM, 1 BF, 7 HM, 2 HF, 2 AAIANHNPI(M), 3 TM, and 1 TF.

10 candidates were interviewed to include 4 WM, 1 WF, 1 BM, 2 HM, and 2 HF.

28 of the 41 applicants are goal candidates. 7 (4 WM, 2 WF, 1 BM) did not return the phone call to schedule their interview. 9 (5 WM, 1 WF, 1 BM, 2 TM) did not meet the minimum qualifications of having at least one (1) year of custodial experience. 1 WM had questionable evaluations from another State agency. 4 (3 WM, 1 WF) withdrew their application when contacted to schedule an interview. 1 WM withdrew his application immediately following interview. 54(3 WM and 1 WF) declined the position at time of offer. **1 BM Hired**

The selected BM **goal candidate** has over 4 years of experience in custodial and cleaning services and he demonstrated knowledge of cleaning technique, equipment, and best practices.

The selected HM has over 4 years of experience in facilities management having previously worked as a custodian for various temp. agencies.

The selected HM has over 5 years of experience having previously worked as a custodian at another State University as well as working as a housekeeping for a private company.

Custodian Search #3 (3 Positions Hired) had 47 applicants who applied for the position which includes 12 WM, 5 WF, 11 BM, 6 HM, 10 HF, 1 AAIANHNPI(M), and 2 TM.

10 candidates were interviewed for the position which included 4 WM, 2 WF, 2 HM, and 2 HF.

19 of the 47 applicants are goal candidates (since the 1 BM goal was achieved in another custodial search). 3 WM submitted incomplete applications and did not provide required information upon request. 3 (2 WM and 1 WF) did not return the phone call to schedule their interview. 6 (3 WM, 1 WF, and 2 TM) did not meet the minimum qualifications of having at least one (1) year of custodial experience. 1 WF withdrew her application prior to scheduling interview. 5 (4 WM and 1 WF) declined the offer at time of hire. **1 WF hired.**

The selected WF **goal candidate** has over 2 years of experience as a housekeeper within the hospitality industry and is familiar with cleaning procedures and protocols.

The selected HM has over 6 years of experience working for a corporate cleaning supply company. He is knowledgeable about all aspects of cleaning to include proper sanitation techniques, equipment-use, and cleaning supplies.

The Selected HM has over two (2) years of experience in custodial services and is well versed with using custodial equipment and supplies.

Custodian Search #4 (2 Positions Hired) had 84 applicants who applied for the position which includes 22 WM, 5 WF, 7 BM, 2 BF, 32 HM, 12 HF, 3 AAIANHNPI(F), and 1 TM.

14 candidates were interviewed to include 4 WM, 2 WF, 1 BM, 4 HM, 2 HF, 1 TM

The selected WM **goal candidate** has extensive experience in the custodial field and is well versed with cleaning methods and procedures.

The selected WF **goal candidate** has over 2 years of experience where he previously worked as a custodian for a healthcare facility. She is familiar with best practices of cleaning.

SECTION 2: PROMOTIONAL GOALS AND ANALYSIS

I. **Category: Executive/Managerial**

Promotion Goal: 1 WF and 1 BF.

Promoted: 1 WM, 2 WF, and 1 BF.

Achieved: 1 WF and 1 BF.

Dean of Students

Promoted BF

Position Summary: The Dean shall manage a range of student life programs and services at the University that contribute to the welfare of its students and the quality of their university experience while providing operational assistance to the Vice President.

Qualifications: A master's degree is required and a doctorate is preferred in a discipline such as counseling and student development, and five or more years of related experience. Demonstrated ability to manage and direct complex campus programs and services benefiting student of diverse backgrounds. Demonstrated ability to manage financial systems with accountability for accuracy and soundness of administration. Demonstrated ability to manage business units that are found within the Division of Student Affairs. Demonstrated understanding of and experience in the administrative units within Student Affairs.

This promotional opportunity was filled due to reclassification and institutional necessity to provide stability due to the large number of retirements taking place within the President's administrative cabinet.

The selected BF **goal candidate** has nearly 20 years of experience in various Student Affairs departments and in a variety of Student Affairs administrative roles. She is well-versed on the policies, procedures, and protocols related to Student Affairs.

Chief Human Resources Officer

Promoted WM

Position Summary: Under the supervision of the President, the Chief Human Resources Officer (CHRO) is responsible for the supervision of the Office of Human Resources and matters concerning human resource functions. This includes Interpretation of and implementation of contractual agreements and any regulations or laws affecting human resources and labor relations; Grievance and complaint handling as delegated; Service as delegated as a management representative for contract negotiations and grievance/complaint handling; Consultation and advisement for faculty and staff on matters such as fringe benefits, retirement, etc.; Implementation, interpretation,

and protection of faculty and staff rights and responsibilities; Coordination of institutional efforts relating to legal matters and other issues involving conflict resolution with faculty, staff and students; Provides policy analyses and studies as required.

Qualifications: Broad based experience, managerial experience, and a proven record of success in an academic or related environment including demonstrated ability to work effectively with academic and administrative personnel are required. An earned doctorate, law degree or its equivalent is preferred along with at least seven years progressively responsible experience in higher education administration.

This promotional opportunity was filled due to reclassification and institutional necessity to provide stability due to the large number of retirements taking place within the President's administrative cabinet.

The selected WM has a master's degree in business administration and has over 10 years of experience working with collective bargaining organizations. He is well-versed with collective bargaining agreement interpretation and negotiating fair terms and conditions through employee due process procedures.

Director of Financial Aid

Promoted WF

Position Summary: Under the supervision of the Vice President for Academic Affairs, performs responsibilities involving the management of all federal, state, private, veterans' and institutional student financial aid programs, including the following:

Qualifications: Seven years of experience in the administration of financial aid in a four-year university is required, as is a master's degree in a related field. The successful candidate must demonstrate the ability to formulate and implement relevant policy, achieve compliance goals and effectively manage funds and supervise staff. Knowledge of and strong experience with the Financial Aid module of the Banner Student System is strongly preferred .

The promotional opportunity was advertised through the State University Organization of Administrative Faculty (SUOAF) internal promotions posting as per SUOAF Article 10.4.1.

4 internal candidates applied including 1 WF, 1 BF, and 2 HF.

This promotional opportunity was filled through the SUOAF Collective Bargaining Agreement Article 10.4.1 pertaining to internal search processes.

The selected WF **goal candidate** has a master's degree in organizational management and had worked in various capacities within enrollment management for over 10 years. She is knowledgeable about all aspects of financial aid including compliance, technologies, and award strategies.

Director of Center for Community Engagement

Promoted WF

Position Summary: Under the supervision of the Vice-President for Student Affairs or designee, the Director is responsible for providing leadership in all aspects of community engagement at Eastern and the development of service-learning resources for the University.

Qualifications: Master's degree required, 5 years progressive, hands-on experience in community engagement and community-based learning, demonstrating ability to formulate and implement policy; advance strategic initiatives, develop and lead assessment efforts and to supervise staff. These qualifications may be waived for individuals with appropriate alternate experience.

The promotional opportunity was advertised through the State University Organization of Administrative Faculty (SUOAF) internal promotions posting as per SUOAF Article 10.4.1.

4 internal candidates applied including 2 WM, 1 WF, and 1 HF.

No promotional goal candidates applied because the 1 WF goal had already been achieved through another promotional hire.

This promotional opportunity was filled through the SUOAF Collective Bargaining Agreement Article 10.4.1 pertaining to internal search processes.

The selected WF has over 25+ years of experience in higher education and previously worked in Alumni Affairs, Career Services, and Community Engagement. Based on her past roles, she is well-versed with engagement with external constituents and community members.

II. Category: Faculty/Associate Professor to Professor

Promotion Goal: 21 WM and 3 AAIANHNPI(F)

Promoted: 5 WM, 2 WF, and 1 AAIANHNPI(F).

Achieved: 5 WM and 1 AAIANHNPI(F).

15WM and 1 AAIANHNPI(F) promotional goals were achieved. Faculty promotions are governed by the AAUP collective bargaining agreement, and involve a number of years of preparation, time, mentoring and support. It generally requires eight years of full-time university teaching and five years at Associate Professor rank to be eligible for promotion. There was 1 WF who applied for promotion and was not promoted due to not having received the recommendation from all the required entities needed for promotion pursuant to AAUP collective bargaining.

II. Category: Faculty/Assistant Professor to Associate Professor

Promotion Goal: 11 WF, 1 BM, 1 HF, and 1 AAIANHNPI(M).

Promoted: 2 WM, 2 WF, and 1 HF.

Achieved: 2 WF and 1 HF.

2 WF and 1 HF promotional goals were achieved. Promotion from Assistant Professor to Associate Professor is governed by the AAUP collective bargaining agreement and involves a number of years of preparation and time. It generally requires five years of full-time university teaching and five years at Assistant Professor rank to be eligible for promotion. All applicants who applied for promotion to the Associate Professor position were promoted.

III. Category: Professional Non-Faculty

Promotion Goals: No promotional goals were set for this category.

Promoted: 1 BM

Director of Diversity & Inclusion Affairs

Promoted BM

Position Summary: Under the supervision of the Vice President for Equity & Diversity, the Director of Diversity & Inclusion is responsible for coordinating, developing, and implementing policies, programs, and other initiatives to support the development of a campus climate responsive to and respectful of the diverse cultures and backgrounds of its faculty, staff, and students. The Director also assists with investigating and resolving complaints of bias-incidents, discrimination, and harassment as assigned.

Qualifications: Master's degree in Higher Education Administration, Human Resources/Services, Social Work/Sociology, or other related field or a Juris Doctorate (J.D.) from an accredited law school is required. A minimum of four years of professional experience working with human rights, equal opportunity, diversity or equity programs is required. Experience with developing, implementing, and assessing diversity-related programs required. Demonstrated ability to assist with investigations, provide case management, and provide support to ethnically diverse faculty, staff, and students is expected. Ability to maintain a working knowledge of anti-discrimination laws and compliance regulations including Title VI, Title VII, Title IX, as well as due process protections applicable to higher education settings required. Demonstrated ability to work collaboratively and solve complex human relations problems. Excellent written and oral communication skills are also essential.

This promotional opportunity was filled due to institutional reorganization and reclassification of duties within the Office of Equity & Diversity. The selected candidate was an employee of the institution in another department.

The selected BM has a master's in social work degree and has been involved with social justice, diversity, and inclusion work for over 10 years. He is familiar with Eastern's campus and the diverse populations employed at and served by the institution.

IV. Category: Secretarial/ Clerical

Promotional Goal: No promotion goals were set for this category.

Promoted: None

V. Category: Tech/Paraprofessional

Promotion Goal: No promotion goals were set for this category.

Promoted: None

VI. Category: Skilled Crafts

Promotion Goals: No promotion goals were set for this category.

Promoted: None

VII. Category: Protective Services

Promotional Goals: No promotional goals were set for this category
Promoted: None

VIII. Category: Maintenance

Promotional Goals: No promotional goals were set for this category.
Promoted: None

SECTION 3: PROGRAM GOAL ANALYSIS

Goals Set (2023 – 2024)	Responsible Staff	Timetable
(a) In collaboration with the Office of Human Resources, the Office of Equity & Diversity will fully implement and utilize the JazzHR Software. This technology will assist with employee recruitment, applicant screening, candidate correspondence, and search record-keeping.	VP for Equity & Diversity	March 2024
(b) Develop and implement various initiatives and opportunities for various underrepresented affinity groups to be able to meet, provide climate feedback, and engage in social engagement to aid in retention of minority employees	VP for Equity & Diversity	March 2024
(c) In collaboration with the Diversity & Social Justice Council, the Office of Equity & Diversity will fully develop, publish, and implement items listed on the action plan related to improving areas of concerns identified in the campus climate study conducted last year.	VP for Equity & Diversity	March 2024

Program Goals Achieved:

Goals (a), (b), and (c) were all achieved as follows:

- (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.

Program Summary:

Goals for hiring and promotion for 2023-24 were achieved by increasing the pool of applicants eligible for hire and promotion. The Affirmative Action program is governed by affirmative action laws, guidelines and policies, and as outlined in section 46a-68-88 of the Affirmative Action regulations. To this end;

- Recruitment efforts continue to be implemented by electronic announcements and the use of the University website, as well as through the online version of state and national publications. The Assistant Director of Human Resources works on advertisements that assist search committees, specifically search chairs were assisted in locating specialized job postings, and publishing all job posting on electronic recruitment systems. New websites have been added as a resource for advertising.
- Search committees used personal recruitment efforts through professional conference attendance, and contacts made with other Universities. These contacts included contacting other University Departments to notify them of specific position vacancies. Also, personal contacts were made by Search chairs, Department chairs, and Academic Deans as a way of enhancing the diversity of the search pool.
- At Eastern, effort to provide diversity and quality is a University endeavor that includes the President, the Vice President for Equity & Diversity, the Provost and department members. Further efforts were made by meeting with the Vice Presidents concerning training and promotional opportunities. Two special meetings on Affirmative Action were held with Vice Presidents, Deans and Directors to ensure they were aware of policies, procedures, and goals.
- Training also continues to be important to the overall affirmative action program at the University. Training is used as a way of promoting understanding on issues of diversity, and

for providing preventive measures to address other forms of discrimination or harassment. Beyond training provided by the Office of Equity, Diversity & Title IX, additional training sessions are provided through the Office of Human Resources during new staff orientation sessions held throughout the year in areas including diversity, sexual harassments, and disability awareness, as well as skill development such as computer technology and related areas.

- During 2023-2024 promotions occurred in both the unclassified and unclassified employee category. 4 executive, 13 faculty members and 1 professional/non-faculty were promoted. Promotions and upward mobility remain an important part of the university program.

14. CAREER MOBILITY

SECTION 46a-68-91

EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-91
CAREER MOBILITY

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 makes every effort to provide upward career mobility consistent with section 46a-68-91 of the Affirmation Action Regulations.

Eastern's Upward Mobility Program primarily relies on the efforts of career counseling, employee training, tuition reimbursement, and consultations with supervisors for employees interested in promotion or reclassification. This is a voluntary process open to all employees, however focusing on classified and maintenance employees.

- 1) The race and gender composition of program participants is consistent with affirmative action protected classes.
- 2) The Training Coordinator, Chief Human Resources Officer and the Director of Career Success Center are available for consultations about career planning, promotional and training opportunities at the University.
- 3) The Human Resource Office conducts training sessions to inform and educate employees such as in areas of technology training. Tuition Reimbursement for college courses within the Connecticut State University System and in-service training is available per collective bargaining agreement.
- 4) Eastern initiates reclassification requests for upward mobility where possible. In addition, the University has a Merit Promotion System which enables employees to be promoted without having to take examinations, if a duties questionnaire reveals that he/she is performing at a higher classification.
- 5) Due to fiscal constraints during 2023 – 2024, Eastern established limited promotional goals to be filled through upward mobility.

Subsection (b):

Eastern Connecticut State University has established an effective program of accommodation and entry level training of persons with disabilities. Such programs are part of the affirmative action and equal employment opportunity programs required by Section 46a-68 of the Connecticut General Statutes. Reasonable accommodations are provided to employees with a documented disability to assist them to perform the essential functions of their job. The ADA Coordinator is the Vice President for Equity & Diversity and he works closely with the Office of Human Resources and the employee to gather all of the appropriate paperwork to make the reasonable accommodation. An analysis is conducted for each request and steps are followed to assure proper accommodations are made. Medical documentation from the doctor or medical provider may be required to document that the employee has a disability and the types of reasonable accommodation(s) that are needed to do the essential functions of the position.

Upward Career Mobility Program Guidelines

Making greater use of employees' skills and abilities and developing employees for higher level work are essential aspects of sound management and the realization of upward mobility goals. The Eastern Connecticut State University affirmative action program assures equal opportunity in the recruitment and hiring of employees and institutes upward mobility where possible.

Many employees in lower classifications have traditionally been women and minority group members. An analysis of staffing patterns shows a preponderance of protected group members in less skilled and lower paid jobs in many state agencies. Assistance is provided to such employees in their effort to successfully compete for higher level work, within available appropriations.

WHAT IS AN UPWARD CAREER MOBILITY PROGRAM?

Essentially, an upward career mobility program is a management effort to focus on the development and implementation of career opportunities for employees who are in dead-end positions or who may have the potential to perform higher level work.

The scope of upward career mobility programs at Eastern Connecticut State University is limited due to funding and available resources and varies with the size of the department or agency and the complexity of its personnel system. Four areas which must be considered in all programs include: (1) examining and revising staffing patterns to identify promotional opportunities by establishing career ladders; (2) working with upward mobility candidates in career planning and counseling, and providing the necessary kinds of training to facilitate upward mobility, (3) providing training and support for agency supervisors to stress their role in career counseling and other staff development areas, and (4) reviewing and revising job descriptions and classifications to reflect work performed.

RESPONSIBILITY

The ultimate responsibility for developing and implementing the upward mobility program rests with the appointing authority and extends to all management representatives. The combined expertise of Human Resource professionals, counselors, and managers assist in developing realistic upward mobility opportunities. Upward mobility is a part of the supervisor's affirmative action responsibilities.

COMPONENTS OF AN UPWARD CAREER MOBILITY PROGRAM

The components of the upward mobility program includes: (1) opportunities for career development and preparation of employees for higher level work; (2) opportunities for advancement both within and across occupational lines, and (3) education by which classified employees may gain entry to higher level career ladders.

Eastern Connecticut State University is a small university, this makes upward mobility difficult since there are few vacancies and few opportunities to offer programs. Also, budget considerations and cut backs have resulted in limited promotional opportunities, affecting upward mobility efforts.

Therefore the focus of upward mobility at Eastern is career planning, counseling, and educational opportunities that may lead to career advancement.

TARGET POPULATION

Entry level positions in clerical, maintenance, technical paraprofessional, and protective service areas are generally the targeted areas for upward mobility efforts.

Upward Mobility Efforts

The university makes an effort to ensure that any upward mobility program remains consistent with affirmative action guidelines. To this end, employees are encouraged to take courses, seek in-service training. As appropriated tuition reimbursement for courses taken towards a degree also provided. However, as previously indicated, due to fiscal and staffing constraints there are few opportunities available. Efforts include:

- a. The program is open to all classified, maintenance, technical paraprofessional and protective services categories.
- b. Employees in these categories are encouraged to seek counseling and take courses. The following employees have actually taken courses as part of their interest in upward mobility during 2023-24:

Category	Position	Race/Gender	Course
3	Accounting Associate	WF	Adobe Acrobat DC: PDF, Files, Formats, and Forms
3	Accounting Associate	WF	Excel 2019 – Intermediate (V-Lookups, Pivot Tables, and More)
3	Assistant in Business Services	WF	Interpersonal Communications
3	Assistant in Business Services	WF	Conflict Resolution Skills
3	Assistant in Business Services	WF	Excel – Level 1
3	Assistant in Business Services	WF	Excel – Level 2
3	Assistant in Business Services	WF	How to Handle Sticky Supervisory Situations

3	Financial Analyst	WF	Excel 2019 – Intermediate (V-Lookups, Pivot Tables, and More)
4	Administrative Assistant	WF	Excel Data and Functions
4	Payroll Clerk	WF	Excel – Level I
4	Payroll Clerk	WF	Excel – Level I
4	Secretary I	WF	Grant Writing Basics
6	Qualified Craft Worker - Paint	WM	First Time Supervisor Management Training – Part 1
6	Qualified Craft Worker – Paint	WM	First Time Supervisor Management Training – Part II
8	Materials Storage Specialist	WF	Excel Intermediate
8	Skilled Maintainer	WM	First Time Supervisor Management Training – Part II
8	Skilled Maintainer	WM	OSHA - 10
8	Superintendent 1	HF	Management Fundamentals for New Supervisors
8	Superintendent 2	HF	Fundamentals of Supervision & Management
8	Superintendent 3	WF	Adobe Acrobat DC: PDF, Files, Formats, and Forms

Employees are also encouraged to take courses for credit towards undergraduate or professional degrees through tuition reimbursement efforts.

Tuition Waivers were offered to clerical employees (and others) of the university. However, no classified employees took university courses in 2022-23.

The following unclassified employees utilized tuition waivers to take courses at the university.

Category	Department	Race/Gender	Course Type
2	Art & Art History	AAIANHNPI(F)	Graduate
2	Economics	AAIANHNPI(M)	Graduate
2	English	WF	Graduate
2	Athletics	WF	Graduate
2	Library	WM	Graduate
3	Academic Success Center	WF	Graduate
3	Housing & Residential Life	WM	Graduate
3	Housing & Residential Life	WF	Graduate
3	Housing & Residential Life	BM	Graduate

3	Housing & Residential Life	WM	Graduate
3	Housing & Residential Life	WF	Graduate
3	AccessAbility Services	WF	Graduate
3	Information Technology Services	WM	Undergraduate
3	Information Technology Services	WM	Graduate
3	Information Technology Services	WF	Graduate
3	Information Technology Services	WF	Graduate
3	Information Technology Services	WF	Undergraduate
3	Fiscal Affairs	WF	Graduate
3	Child Development Center	HF	Graduate
4	Fiscal Affairs	WF	Graduate
4	Institutional Advancement	WF	Graduate

- c. Career counseling is offered on an as needed basis to employees in the maintenance, protective services and classified areas.
 - d. No new career ladders have been established due to fiscal constraints.
 - e. Targeted positions would have included:
 - 1) secretary to supervisor
 - 2) supervisor to administrator
 - 3) maintenance to skilled craftsperson
 - f. Alternative qualifications are rarely considered; however, efforts to provide appropriate job training and education opportunities have been successful.
- (1) Eastern is a public liberal arts university, therefore free or reduced tuition costs for employees support, upward mobility. Additionally, on the job training may be available.
 - (2) Within fiscal constraints, in-service training and special programs to specifically support upward mobility training were reviewed, discussed, and offered.
 - (3) Career counseling sessions remain available to help employees select career paths, make decisions on educational directions, and advise on how to prepare, educationally, for advancement opportunities. These sessions are available as requested, and are offered in the Office of Human Resources. The Office of Human Resources also coordinates training sessions and tuition reimbursements, and has placed greater emphasis on assisting classified staff with skill development such as technology training and courses in writing. During 2021–2022 Human Resources records indicate that no classified employees participated in career counseling sessions offered by the office.
 - (4) Expanding upward mobility opportunities is difficult due to fiscal constraints and such opportunities rely primarily on employee attrition from the higher position. As such, no upward mobility within occupation category occurred.

15. GOOD FAITH EFFORTS

SECTION 46a-68-92

**EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-92
GOOD FAITH EFFORTS**

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

Eastern Connecticut State University has demonstrated good faith efforts when it engaged in the initiatives articulated in subsections (a) to (d). All Elements of this section are addressed in other parts of the Affirmative Action Plan, therefore, a separate section is not required.

16. INNOVATIVE PROGRAMS

SECTION 46a-68-93

EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-93
INNOVATIVE PROGRAMS

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

Subsection (a):

Pursuant to this section, Eastern Connecticut State University has developed programs for employees and the university community to create opportunities, not otherwise available, to achieve the full and fair participation of all protected group members. The development and implementation of programs not covered elsewhere is an important part of affirmative action. A determination of programs offered is based on available appropriations and are intended to attract and retain employees representing protected classes.

Innovative programs included in 2023-2024 foster an environment at Eastern that supports diversity and an understanding of affirmative action that support a diverse workforce. Also, special mentoring and funding for eligible employees are offered through the minority recruitment and retention programs for AAUP and SUOAF collective bargaining units.

During the reporting period the University provided programs to support a diverse workforce. These included:

- **Internship & Work Study/Student Interns and Student Employment:** Student internships and work study programs encourage involvement in the University setting. The Career Success Center held career fairs in both spring and fall. Students and student workers are encouraged to take on internships at the university and in external community settings.
- **Center for Community Engagement:** The Center for Community Engagement continue to coordinate volunteer activities of Eastern students where they are not only able to be of service to the community, but also gain practical skills.
- **Apprenticeship Program:** The computer support trainee program continued during the year. It hires undergraduate students into entry level computer support positions. The trainees get tuition waiver plus salary for the duties they perform. After completing the program there may be possibilities to become a permanent hire in an established computer position. The program was expanded in subsequent years to now include student affairs trainees for recently graduated students to work in the Division of Student Affairs.
- **Day Care:** On site is a state of the art child & family development center offering extended day care service for employees and family in the area. In 2021-22 the day care center has five classes, with about sixty children. No new teachers were hired during the year.
- **Contractual Agreement in the AAUP (Instructional Faculty) and SUOAF (Administrative Staff) collective bargaining agreements:** these programs encourage minority recruitment of employees, mentoring and retention through special programs and grants. For example, a luncheon was held in the Fall and in the spring for mentors and mentees, in addition to regular monthly meetings. These programs have assisted in promotion and tenure along with providing professional growth for employees.

- **The Diversity and Social Justice Council** held regular meetings in 2021-22 to support and coordinate diversity initiatives on campus. A campus climate survey was developed and administered during the spring semester.
- **Career Development Highlights:** Efforts to support new career opportunities internal and external to the university are highlighted through Center for Internship and Career Development as well as the Office of Human Resources.
- **NEBHE North Star Collective** provided various professional development workshops related to diversity, equity, inclusion, and social justice for all faculty and staff throughout the year.
- **Racial Equity & Justice Institute (REJI)** provided various professional development workshops related to diversity, equity, inclusion, and social justice for all faculty and staff throughout the year.
- **Global Majority Retreat** was sponsored by the CSCU System Office and all University employees were invited to attend.

Subsection (b):

During this reporting period the University sponsored the following activities in support of campus diversity and affirmative action. The programs attract both employees and students to enhance the campus climate. They included:

- The faculty minority recruitment and retention committee provided financial assistance to 6 minority faculty members to participate in various professional development opportunities.
- The administrative staff (professional non-faculty) recruitment and mentoring committee provided financial assistance to 14 minority staff members to participate in various professional development opportunities.
- Eastern Connecticut State University continues to be a founding institution in the North Star Collective Faculty Fellowship program sponsored by the New England Board of Higher Education (NEBHE) whereby 2 minority faculty members were selected for the fellowship and given guidance and support toward their tenure and promotion process.
- Eastern Connecticut State University continues its participation in the Executive Leadership Institute (ELI) which aids minority employees with advancing to higher administrative levels within higher education. 2 minority administrative-faculty members were selected for the institute where they will be given mentorship, guidance, and support toward their aspirations of advancing in rank within collegiate administration.
- A diverse group of key speakers appear on campus throughout the year for various University programs. Faculty, staff, and students are able to participate. Below are some of the workshops/trainings held throughout 2023-24:

Workshop/Program	Speaker	Attended By:
Leading for Racial Equity During the Counteroffensive	Tia Brown McNair	22 Employees
Validating Students' Presence & Abilities: Practices of Belonging & Mattering	Isis Artze-Vega	12 Employees
Equity-Minded Human Resources Practices	Roman Liera	26 Employees
Data, Equity, Action! Facilitating an Equity Data Walk for Actionable Campus Change	Arlene Rodriguez	13 Employees

Emotional Labor in Shared Equity Leadership Environments: Creating Emotionally Supportive Spaces	Darsella Vigil	8 Employees
Equity-Minded Faculty/Librarian Evaluation Practices	Lindsey Templeton	6 Employees
Racial Equity Policy Frameworks	Elena Quiroz-Livanis/ Jinann Bitar	14 Employees
CLERY Reporting Training	LaMar Coleman	6 Employees
FERPA Training	LaMar Coleman	13 Employees
Employee State Ethics Training	Sarah Clark	9 Employees
New Employee Diversity Training	LaMar Coleman	25 Employees
Sexual Harassment Prevention Training	LaMar Coleman	30 Employees

SAMPLE PROGRAM ADVERTISEMENTS



EASTERN

CONNECTICUT STATE UNIVERSITY

The Office of Equity & Diversity

Fall 2023 Calendar of Trainings

SEP

Thurs 21 **1-2:30 PM REJI: Leading for Racial Equity During the Counteroffensive** with Dr. Tia Brown McNair
Link to register: <https://bridgew.zoom.us/join/91234567890>

Thurs 28 **3-4 PM Title IX Mandated Reporter Training**
WebEx Link: <https://easternct.webex.com/easternct/j.php?MTID=m82682714ee14a321e979fa491fccef02>

Wed 4 **2-3 PM State Employee Ethics Training** with Sarah Clark
Location: Student Center, Conference Room 217

Thurs 5 **2-3 PM Sexual Harassment Prevention Training**
Location: Student Center, Conference Room 217

OCT

Tues 10 **1-2:30 PM REJI: Validating Students' Presence & Abilities: Practices of Belonging & Mattering** with Dr. Isis Artze-Vega
Link to register: <https://bridgew.zoom.us/join/12345678901>

Thurs 12 **3-4 PM Diversity Awareness Training**
Location: Gelsi-Young, Connecticut Room 237

Wed 25 **3-4 PM FERPA Training**
WebEx Link: <https://easternct.webex.com/easternct/j.php?MTID=m9992bc30f950190a6ef0cd0988087a41>

Thurs 2 **3-4 PM Clery Training**
WebEx Link: <https://easternct.webex.com/easternct/j.php?MTID=m53b683afaa8f0984dbe5b7c3a49dff4e>

NOV

Thurs 9 **1-2:30 PM REJI: Equity-minded Human Resources Practices** with Dr. Román Liera
Link to register: <https://bridgew.zoom.us/join/23456789012>

Thurs 14 **12:30-2 PM REJI: Data, Equity, Action! Facilitating an Equity Data Walk for Actionable Campus Change**
Link to register: <https://bridgew.zoom.us/join/34567890123>

DEC

Please join The Racial Equity and Justice Institute (REJI) in attending a virtual keynote providing actionable tools for racially equitable student success.

Thursday, September 21, 2023

1:00-2:30 EST, via Zoom

“Leading for Racial Equity During the Counteroffensive”

Dr. Tia Brown McNair



Dr. McNair is the Vice President in the Office of Diversity, Equity, and Student Success and Executive Director for the Truth, Racial Healing, and Transformation (TRHT) Campus Centers at the American Association of Colleges and Universities (AAC&U) in Washington, DC. She oversees both funded projects and AAC&U’s continuing programs on equity, inclusive excellence, high-impact practices, and student success. McNair directs AAC&U’s Summer Institutes on High-Impact Practices and Student Success, and TRHT Campus Centers and serves as the project director for several AAC&U initiatives, including the development of a TRHT-focused campus climate toolkit. She is the lead author of *From Equity Talk to Equity Walk: Expanding Practitioner Knowledge for Racial Justice in Higher Education* (January 2020) and *Becoming a Student-Ready College: A New Culture of Leadership for Student Success* (July 2016 and August 2022 Second edition).

Registration to Receive Zoom Link:

<https://bridgew.zoom.us/meeting/register/tJcuceiojqgHtY5ogGZED4RChq3Z9nS6h9F>

Please invite all members of your institution to attend this virtual event!

The REJI is grateful for the Massachusetts 2024 state budget appropriation that is providing financial support for our speaker series.



**“Validating Students’ Presence & Abilities:
Practices of Belonging & Mattering”
October 10th from 1:00-2:30 EST Virtual Workshop**

Please join the Racial Equity and Justice Institute, of which our institution is a proud member, at a virtual workshop on equity-minded student belonging and mattering practices on *October 10th from 1:00-2:30 EST* with Dr. Isis Artze-Vega, College Provost and Vice President of Academic Affairs and primary author of *Norton’s Guide to Equity-minded Teaching*. Registration information to receive the zoom link can be found below.

*“As the political and cultural backlash against diversity and inclusion continues, students of color might feel that higher education is not for them. That sense of exclusion requires institutions, especially those that serve predominantly White students, to affirmatively make the case that students of color belong there and can succeed there” Cook, 2023.
(<https://thehill.com/opinion/education/4053938-students-of-color-need-our-support-regardless-of-affirmative-action/>)*

October 10th, 2023: 1:00-2:30 EST Virtual Convening

**“Validating Students’ Presence & Abilities:
Practices of Belonging & Mattering”**

Dr. Isis Artze-Vega, College Provost and Vice President, Academic Affairs, Valencia College & Primary Author of *Norton’s Guide to Equity-Minded Teaching*

Registration to Receive Zoom Link:

<https://bridgew.zoom.us/meeting/register/tJwqc-CgqD0rE9Tq4pTSqMoTjU7aRc8NEKpx>

Please invite all members of your institution to this virtual event!

Note: The REJI is grateful for the Massachusetts 2024 state budget appropriation that is providing financial support for our speaker series

Coleman, LaMar (Equity and Diversity)

From: Kimball, Reid <RKimball@bridgew.edu>
Sent: Wednesday, October 25, 2023 7:49 AM
Cc: Gentlewarrior, Sabrina
Subject: November 9 REJI Convening: "Equity-minded Human Resources Practices"

Caution: This email originated from outside of the Connecticut State University System.



Friends and colleagues, we are grateful for your ongoing support of and attendance at the Racial Equity and Justice Institute's virtual convenings. *Please make a special effort to attend our November convening focused on equity-minded human resources practices.*

Dr. Román Liera, our speaker, is an Assistant Professor in Educational Leadership at Montclair University; he is also an equity-minded scholar who has published extensively in this area. *To learn more about Dr. Liera's expertise and to benefit from his scholarship please view his [CV](#) found at the link.*

Please invite all members of your campus/organization to attend this important convening.

November 9th, 2023 1:00-2:30 EST Virtual Convening

"Equity-minded Human Resources Practices"

**Dr. Román Liera, Assistant Professor, Educational Leadership,
Montclair State University**

Registration to Receive Zoom Link: <https://bridgew.zoom.us/meeting/register/tJl0f-2srTlvHd0LEGDmeMn3QHDeBU2aYt6W>

Please invite all members of your institution to this virtual event!

Note: The REJI is grateful for the Massachusetts 2024 state budget appropriation that is providing financial support for our speaker series.

Coleman,LaMar (Equity and Diversity)

From: Kimball, Reid <RKimball@bridgew.edu>
Sent: Thursday, November 30, 2023 2:12 PM
Cc: Gentlewarrior, Sabrina
Subject: REJI: please join "Data, Equity, Action! Facilitating an Equity Data Walk for Actionable Campus Change" on December 14th from 12:30p-2:00p EST via Zoom

Caution: This email originated from outside of the Connecticut State University System.

Friends and Colleagues, as members of the REJI, we know how important it is to inform our racial equity work with quantitative and qualitative data. But sometimes campus members may not have access to the data they need to inform their equity-minded efforts.

We encourage all REJI leads, institutional research leads, and REJI team members to attend the December 14th REJI virtual session on how to prepare to host your campus colleagues at an equity-minded data walk in February 2024!

Please see the registration information below.

With gratitude, Sabrina

December 14th from 12:30 – 2:00 PM EST Virtual Convening

"Data, Equity, Action! Facilitating an Equity Data Walk for Actionable Campus Change"

REJI Campus Leaders:

Arlene Rodriguez, Provost & Vice President of Academic and Student Affairs, Middlesex Community College

Jenn Dunseath, Assistant Vice President of Institutional Research, Roger Williams University

Amanda Colligan, Executive Director, Institutional Research & Decision Support, Bridgewater State University

Description: Your campus commitment to racial equity and justice is evident – you are part of the REJI! But how can we bring more voices and more campus lived experience to this work in discussing the data, in collecting more, and in making actionable change at every level of practice? In February 2024, all REJI campuses will host a campus Equity Data Walk. Join us for a workshop on how to facilitate your successful event. We will be discussing everything from logistics (a room? Refreshments? Breakout Zoom rooms?), to strategies on facilitating and encouraging productive, asset-based, and equity-minded discussion of our campus data and most importantly, how to ensure this is only the beginning of the conversation!

Registration to Receive Zoom Link:

<https://bridgew.zoom.us/meeting/register/tJ0tcuCsri8uHdOk0EBAepZc3DFUY2Ou24T5>

We encourage REJI leads, Institutional Research Colleagues and

All Other Interested REJI Team Members to this virtual event!



**“Emotional Labor in Shared Equity Leadership Environments:
Creating Emotionally Supportive Spaces”
February 1, 1:00-2:30 EST Virtual Workshop**

Please join the Racial Equity and Justice Institute, of which our institution is a proud member, at a virtual workshop on February 1 on Emotional Labor in Shared Equity Leadership with Darsella Vigil, Senior Research Analyst, American Council on Education. Registration information to receive the zoom link can be found below.

“As leaders do the hard work of dismantling inequitable systems and rethinking ingrained oppressive policies and practices, the important role emotions play in doing this work is becoming increasingly apparent... We strongly advocate for an institutionally focused approach in which institutions bear responsibility for acknowledging, supporting, and rewarding the emotional labor that is inherent in equity work” (Vigil, et al., 2023).

February 1, 2024 1:00-2:30 EST Virtual Convening

“Emotional Labor in Shared Equity Leadership Environments: Creating Emotionally Supportive Spaces”

Ms. Darsella Vigil, Senior Research Analyst, American Council on Education

Join the REJI community for this important virtual convening focused on institutional strategies intended to share the emotional labor associated with racial equity work campus-wide.

Registration to Receive Zoom Link:

<https://bridgew.zoom.us/meeting/register/tJcsdOmvqDMiH9xBEtCmo4OUWG-8nzTWXdUW>

Please invite all members of your institution to this virtual event!

Note: The REJI is grateful for the Massachusetts 2024 state budget appropriation that is providing financial support for our speaker series.

Faculty and librarians from member campuses of the Racial Equity and Justice Institute have asked for information about how to highlight equity practices in their reappointment, tenure and promotion portfolios for those that choose to do so. This workshop will provide strategies for interested faculty and librarians with two equity leaders who have done research on this topic.

All members of REJI campuses are invited to attend!

February 29, 2024 12:00-1:30 EST Virtual Convening

“Equity-minded Faculty/Librarian Evaluation Practices”

Lindsey Templeton and Dawn Culpepper from the American Council on Education

The teaching, mentoring, advising, service, and scholarship that faculty members and librarians engage in are central to the work of our campuses. For those faculty members and librarians who choose to emphasize equity-oriented work in their reappointment, tenure, and promotion processes, there are sometimes questions about how to do so. **This workshop will focus on the following:**

- **Strategies for highlighting equity-minded work in faculty/librarian portfolios.**
- **Strategies for evaluation committees and academic affairs administrators to consider as they evaluate these materials in portfolios.**

Registration to Receive Zoom Link:

https://bridgew.zoom.us/meeting/register/JAuf-qhqDkoHNXYdpgUSqaQeqFF4oR_VLSm

Please invite all members of your institution to this virtual event!

Note: The REJI is grateful for the Massachusetts 2024 state budget appropriation that is providing financial support for our speaker series.

Colleagues and friends, please join this REJI virtual convening to hear from equity leaders from The Education Trust and the MA Department of Higher Education regarding strategies they recommend for assessing policies and practices through a framework of racial equity. This unique opportunity to learn from these national leaders will enhance our abilities to assess and refine our efforts to centralize racial equity into our work. Please invite all members of your campus to attend this convening of the REJI community!

**March 21, 1:00-2:30 EST Virtual Convening
“Racial Equity Policy Frameworks”**

Elena Quiroz-Livanis, Chief of Staff and Assistant Commissioner for Academic Policy and Student Success and Christine Williams, Assistant Commissioner for Regulatory Affairs and Strategic Initiatives at the MA Department of Higher Education

Jinann Bitar, Director, Higher Education Research and Data Analytics; Wil Del Pilar, Senior Vice President; Victoria Jacson, Assistant Director of Higher Education Policy and Philip Martin, Director, Higher Education Policy Implementation at The Education Trust

Registration to Receive Zoom Link:

<https://bridgew.zoom.us/meeting/register/tJEkd-mrqDkiG9MSgahDbrlTH6Zkj048Nd7e>

Please invite all members of your institution to this virtual event!

INTRODUCING SHE WORKS

CAREER READINESS & INTERNSHIP PROGRAM

Come hear more about an organization committed to building an inclusive workforce by equipping diverse college women with career-readiness skills and providing access to paid internships.



Wednesday
November 29



Student Center
Theater



3-4:30PM



Veronica Delandro

Executive Director
LIVEGIRL



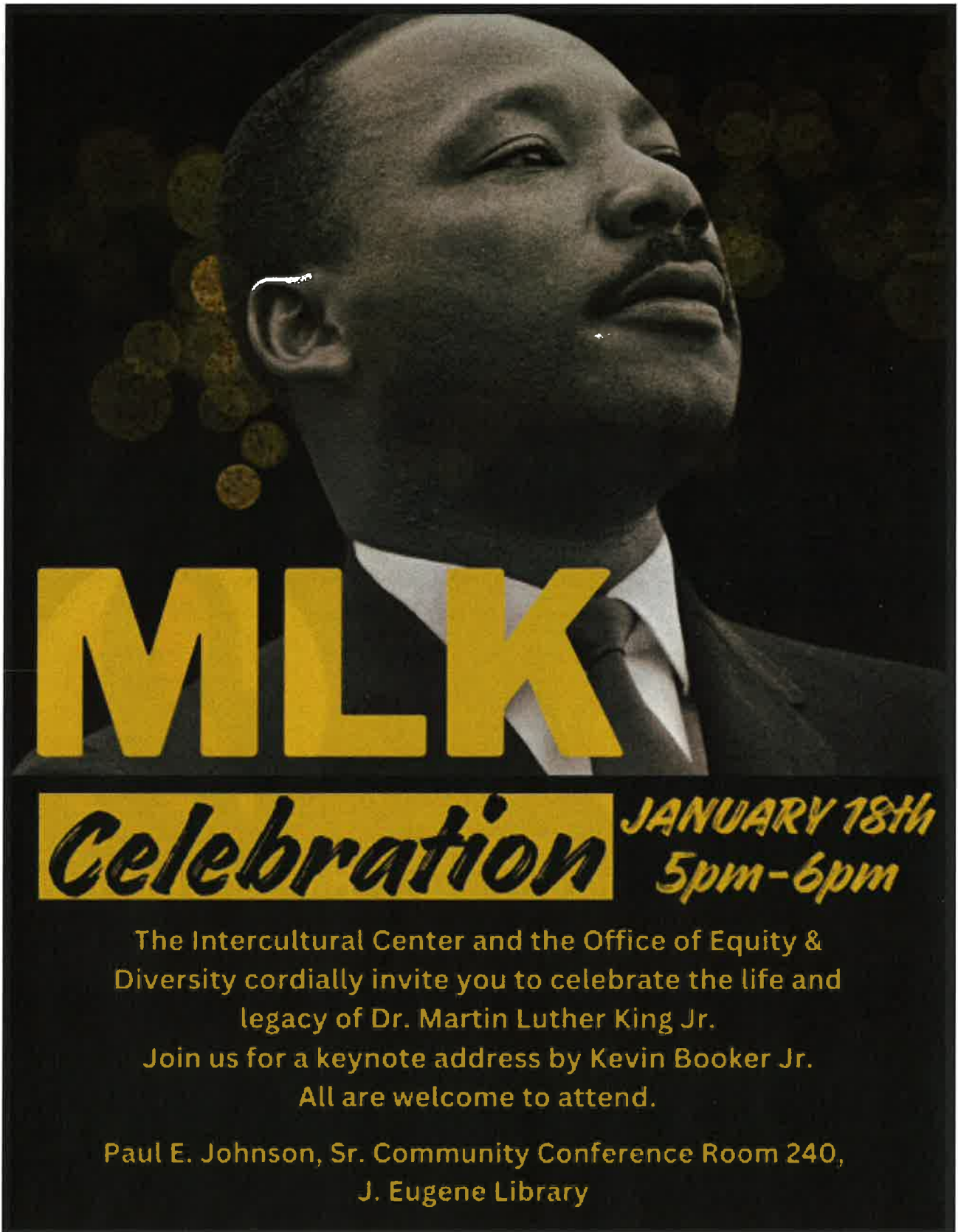
Hannah Jean-Pierre

Program Manager
SHE WORKS, LIVEGIRL



EASTERN CONNECTICUT STATE UNIVERSITY
THE WOMEN'S CENTER
FEMALES
NAACP
CENTER FOR CAREER SUCCESS
OPPORTUNITY PROGRAMS

IF YOU ARE AN INDIVIDUAL WITH A DISABILITY IN NEED OF ACCOMMODATIONS FOR THIS EVENT,



MLK

Celebration

***JANUARY 18th
5pm-6pm***

The Intercultural Center and the Office of Equity & Diversity cordially invite you to celebrate the life and legacy of Dr. Martin Luther King Jr.

Join us for a keynote address by Kevin Booker Jr.

All are welcome to attend.

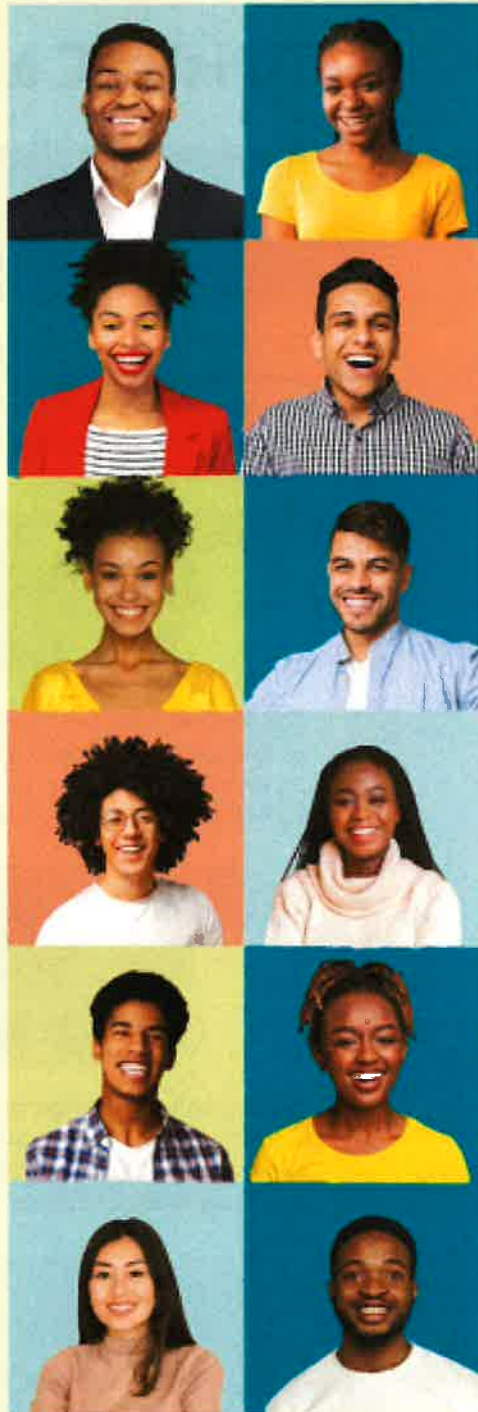
Paul E. Johnson, Sr. Community Conference Room 240,
J. Eugene Library

Careers & Connections

Thursday, February 8
5 -6:30 p.m.
Johnson Room, Library

The Office of Career Success and the Intercultural Center are doing a collaborative event to celebrate Black History Month.

We welcome you to come and connect with professionals of color to talk about their career journeys.



It is the policy of Eastern Connecticut State University to ensure equal access to its events. If you are an individual with a disability and will need accommodations for this event, please contact the Office of Career Success, (860) 486-4033, career@easternct.edu.

Pride Center Workshops

2023-2024

Safe Zone Advocacy

The "LGBTQIA+ Safe Zone Advocacy 101" workshop aims to enhance the culture and climate of LGBTQIA+ Inclusion at Eastern Connecticut State University. This workshop provides foundational language and reflective practices to better understand the complexity of gender and sexual identity, as well as action steps to promote LGBTQIA+ Inclusion. This workshop runs ~120 minutes.

Call Me by My Name & Pronouns: Gender Affirming Language

"Call Me by My Name & Pronouns: Gender Affirming Language" workshop addresses the use of third-person language in affirming gender identity. Participants will gain a deeper understanding of language that positively reinforces gender diversity and explore ways to address situations in which a person is mis-gendered. This workshop runs ~60 minutes.

Breaking the Binary: Trans + Gender Non-Conforming Identities

"Breaking the Binary: Transgender and Gender Non-Conforming identities" is a workshop that explores gender identities that exist outside of the gender binary of cis-male or cis-female. Cis is short for cisgender, meaning the sex assigned at birth (aka biological sex) is the same as a person's experience of their own gender (aka gender identity). This workshop runs ~60 minutes.

Want to request a workshop? Get in touch?
Drop a line to pridecenter@easternct.edu



It is the policy of Eastern Connecticut State University to ensure equal access to its events. If you are an individual with a disability and will need accommodations for this event, please contact Nicole Potestivo at (860) 465-0056 or email potestivon@easternct.edu.

TIME: 2PM-3PM

Location: Intercultural center
Student Center 114

HOW PRIVILEGE SHAPES US

A WORKSHOP TO PROMOTE OPEN MINDS
ON JUSTICE, EQUITY DIVERSITY, AND
INCLUSION

EASTERN CONNECTICUT STATE UNIVERSITY
INTERCULTURAL
CENTER

RSVP →



**EASTERN
CONNECTICUT
STATE UNIVERSITY**



IT IS THE POLICY OF EASTERN CONNECTICUT STATE UNIVERSITY TO ENSURE



**INTERCULTURAL
CENTER**



**Intercultural Center and Women Center
Division of Student Affairs**

Intersectionality through Gender and Race

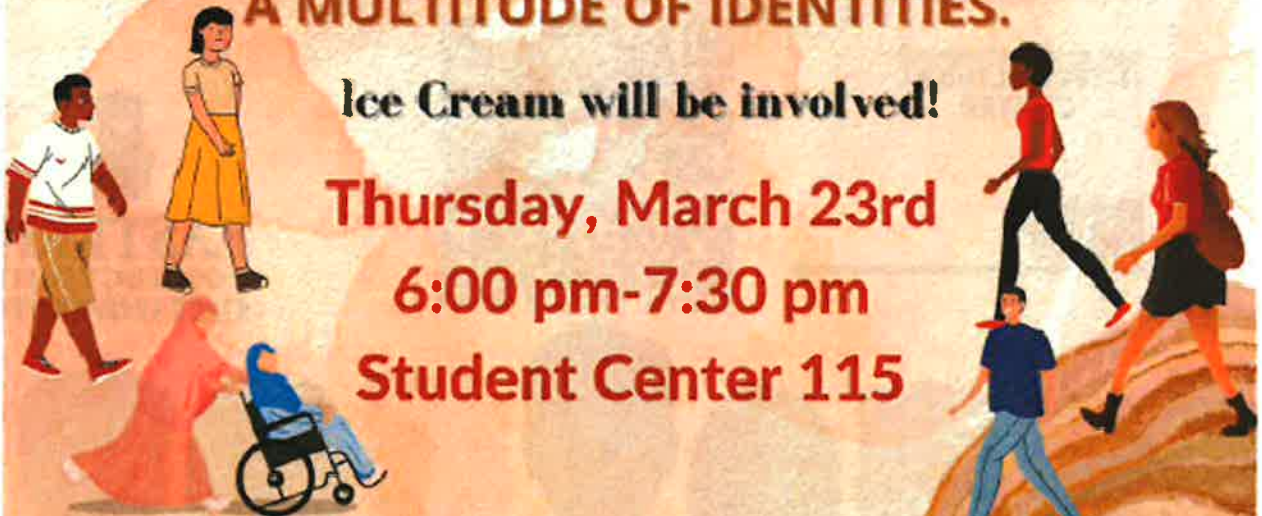
**JOIN A WORKSHOP ABOUT
INTERSECTIONALITY AND THE WAYS
OUR LIVED EXPERIENCES - POSITIVE
AND NEGATIVE ARE INFLUENCED BY
A MULTITUDE OF IDENTITIES.**

Ice Cream will be involved!

Thursday, March 23rd

6:00 pm-7:30 pm

Student Center 115



**IT IS THE POLICY OF EASTERN CONNECTICUT STATE UNIVERSITY TO ENSURE
EQUAL ACCESS TO ITS EVENTS. IF YOU ARE AN INDIVIDUAL WITH A
DISABILITY AND WILL NEED ACCOMMODATIONS FOR THE EVENT, PLEASE
CONTACT JOSHUA SUMRELL AT SUMRELLJ@EASTERNCT.EDU**

Talking to Different People: Microaggression Workshop

Join the Intercultural Center as we discuss what a
Microaggression is and learn how to have honest
and open conversation with each other.

Thursday, March 23rd
Student Center, Room 115

Time: 1PM - 2PM



EASTERN CONNECTICUT STATE UNIVERSITY
**INTERCULTURAL
CENTER**

**IT IS THE POLICY OF EASTERN CONNECTICUT STATE UNIVERSITY TO
ENSURE EQUAL ACCESS TO ITS EVENTS. IF YOU ARE AN INDIVIDUAL WITH
A DISABILITY AND WILL NEED ACCOMMODATIONS FOR THE EVENT, PLEASE
CONTACT JOSHUA SUMRELL AT SUMRELLJ@EASTERNCT.EDU**

17. CONCLUDING STATEMENT

SECTION 46a-68-94

**EASTERN CONNECTICUT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-94
CONCLUDING 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's Affirmative Action Plan contains a Concluding Statement that:

1. Acknowledges that the ultimate responsibility for promoting and enforcing affirmative action rests with the President, who shall account for the success or failure of the plan;
2. Acknowledges that every good faith effort to achieve the objectives and goals set forth in the plan has been made; and
3. Attests that the Equal Employment Opportunity Officer (the VP for Equity & Diversity) reports directly to the President.

Subsection (b):

The Concluding Statement is signed and dated by the Appointing Authority (the President).


Concluding Statement

As President of Eastern Connecticut State University, I fully understand that the ultimate responsibility for promoting and enforcing affirmative action rests with me and I shall account for the success or failure of the plan.

I further pledge that the University and I will make every good faith effort to achieve the objectives and goals set forth in this plan.

I attest that the Vice President for Equity and Diversity, Dr. LaMar Coleman, reports directly to me.

5/31/24
Date



Elsa Núñez
President

