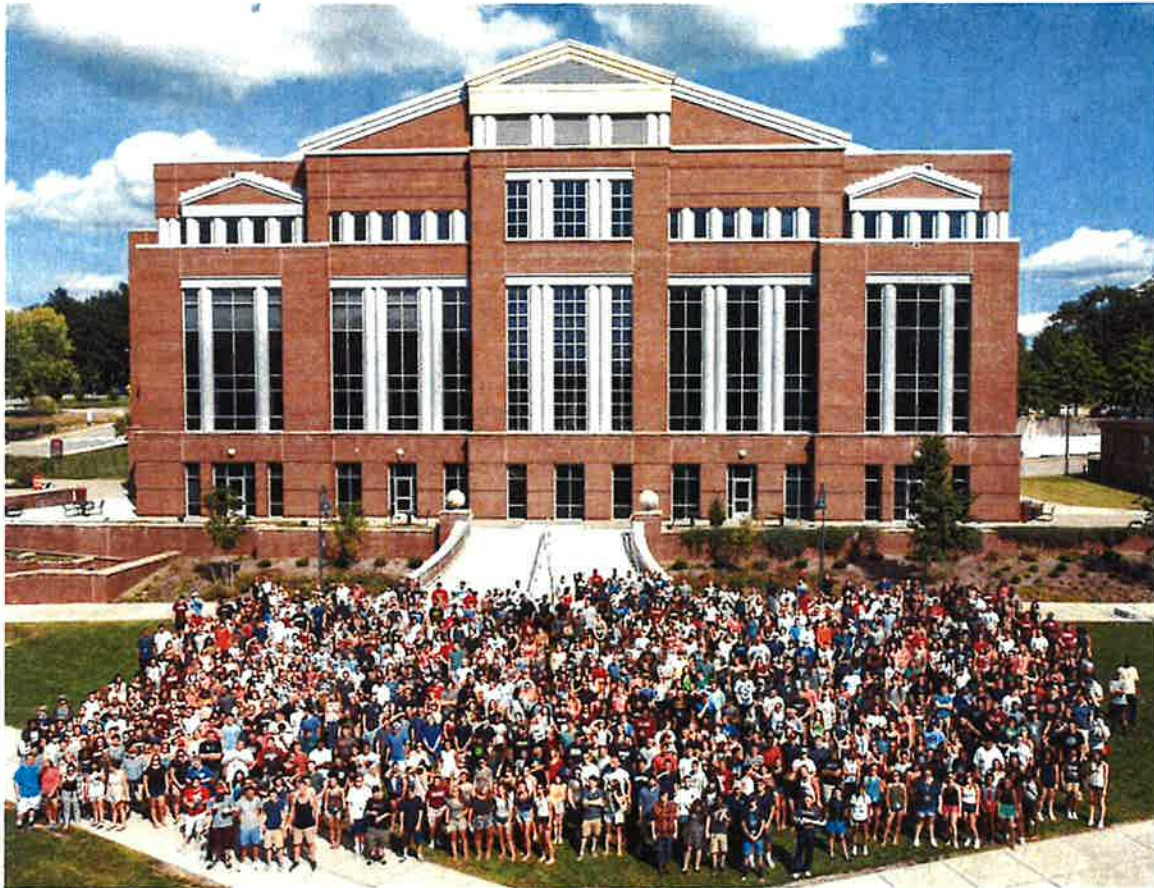




EASTERN CONNECTICUT STATE UNIVERSITY



AFFIRMATIVE ACTION PLAN

JULY 30, 2023

**Dr. Elsa M. Núñez
President**



State of Connecticut
Commission on Human Rights and Opportunities

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

Promoting Equality and Justice for all People

SENT VIA EMAIL

November 9, 2023

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

RE: 2023 Affirmative Action Plan - APPROVED

Dear Dr. Nuñez:


Pursuant to Section 46a-68(d) of the general statutes, the Commission on Human Rights and Opportunities has reviewed the proposed affirmative action plan submitted by Eastern Connecticut State University on July 31, 2023. The Commission at its regular meeting on October 11, 2023, voted that the plan be **APPROVED**.

The review and analysis of the proposed affirmative action plan was performed in accordance with Section 46a-68-103 and is transmitted herewith. **THE SCHEDULED DATE FOR YOUR NEXT FILING is July 30, 2024.**

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

For technical assistance or if you have any questions you may contact Neva Elaine Vigezzi, Supervisor, Affirmative Action Unit at 860-541-4706

Sincerely,


Tanya A. Hughes
Executive Director

Attachment

C: Dr. LaMar Coleman, Vice President for Equity and Diversity
Neva Elaine Vigezzi, Supervisor, Affirmative Action Unit

TABLE OF CONTENTS

1. Policy Statement and Signature (46a-68-78)
2. Internal Communication (46a-68-79)
3. External Communication and Recruitment Strategies (46a-68-80)
4. Assignment of Responsibility and Monitoring (46a-68-81)
5. Organizational Analysis (46a-68-82)
6. Workforce Analysis (46a-68-83)
7. Availability Analysis (46a-68-84)
8. Utilization Analysis and Hiring and Promotional Goals (46a-68-85)
9. Employment Analysis (46a-68-86)
10. Identification of Problem Areas (46a-68-87)
11. Program Goals (46a-68-88)
12. Discrimination Complaint Process (46a-68-89)
13. Goals Analysis (46a-68-90)
14. Career Mobility (46a-68-91)
15. Good Faith Efforts (46a-68-92)
16. Innovative Programs (46a-68-93)
17. Concluding Statement (46a-68-94)

1. POLICY STATEMENT AND SIGNATURE

SECTION 46a-68-78

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

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

Subsection (a)

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

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

Subsection (b)

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



EASTERN CONNECTICUT STATE UNIVERSITY

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

AFFIRMATIVE ACTION POLICY STATEMENT

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

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

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

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


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

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

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

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

7/25/23
Date


Elsa Núñez
President

2. INTERNAL COMMUNICATION

SECTION 46a-68-79

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

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

Subsection (a)

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

Subsection (b)

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

Subsection (c)

1. Diversity and sexual harassment training were provided in both an in-person format as well as via an online training program. Pursuant to 46a-54(15)(A) of the Connecticut General Statutes, sexual harassment training was offered in-person on 9/28/2022 and on 3/29/2023. New Employees also had the option of completing the online sexual harassment training offered by Connecticut's Commission on Human Rights & Opportunities (CHRO). Regardless of modality, training needed to be completed by 3/30/2023. **The following employees completed the sexual harassment training:**

WM	WF	BM	BF	HM	HF	AAM	AAF	TM	TF	TOTAL
12	19	2	1	9	5	0	0	1	0	49

Pursuant to 46a-54(16) of the Connecticut General Statutes, diversity training was offered in-person on 10/19/2022 and on 3/3/2023. **The following employees completed the diversity training:**

WM	WF	BM	BF	HM	HF	AAM	AAF	TM	TF	TOTAL
8	16	1	1	6	5	0	0	0	1	38

*AA: AALANHNPI

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

Subsection (d)

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

The policy statement approved in the 2022 AA Plan was sent to faculty and staff on November 1, 2022.

From: Coleman, LaMar (Equity and Diversity)

Sent: Tuesday, November 1, 2022 12:46 PM

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

Subject: Affirmative Action Plan Approval Notification

Dear Colleagues,

I am pleased to inform the campus community that on October 12, 2022, President Núñez appeared before the Connecticut Commission on Human Rights & Opportunities (CHRO) to present Eastern's annual Affirmative Action Plan/Report. We were notified on October 20, 2022 that the plan was approved with all sections noted as being in compliance.

In accordance with Section 46a-68-79 of the CHRO regulations, not only are we sharing the University's Affirmative Action Policy Statement signed by President Núñez (see attached), but we are also providing access to the 2022 Affirmative Action Plan for anyone who desires to review and/or make comment on it. You can access the 2022 Affirmative Action Plan on the Equity & Diversity website or by clicking: <https://www.easternct.edu/equity-and-diversity/documents/aa-plan.pdf>. Any comments about the plan or about Eastern's non-discrimination policies can be submitted to the Office of Equity & Diversity by April 1, 2023.

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

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

Best wishes,

LaMar E. Coleman, Ed.D.

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

Vice President for Equity & Diversity

Gelsi-Young Hall - Administration Building, Office Suite 254

Eastern Connecticut State University

83 Windham Street | Willimantic, CT 06226

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

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



EASTERN CONNECTICUT STATE UNIVERSITY

53 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860/465-5000

AFFIRMATIVE ACTION POLICY STATEMENT

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

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

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

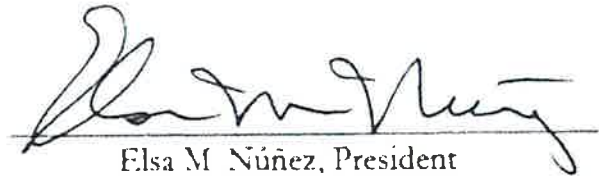
Our policy concerning "Equal Employment Opportunity" provides a system of employment and promotion practices under which individuals are included in the participation, advancement, and benefits of the University. The role of affirmative action in each step of the employment process is detailed throughout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

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

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

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

10/26/22
Date


Elsa M. Núñez, President



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

November 1, 2022

Dear Eastern Connecticut State University Colleagues:

Eastern Connecticut State University values diversity in hiring and recognizes the importance of promoting a policy of non-discrimination in employment. Each year, in accordance with section 46a-68-79 of the Connecticut Commission on Human Rights and Opportunities (CHRO) regulations, the University affirmative action policies and affirmative action plan are made available for review by the Eastern Connecticut State University campus community. The 2022 Affirmative Action Plan for Eastern Connecticut State University was approved by a vote of the Commission on October 12, 2022 and is now available for review on the Office of Equity & Diversity website at <https://www.easternct.edu/equity-and-diversity/documents/aa-plan.pdf>

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

In accordance with CHRO regulations, agency employees as well as the community at-large can provide comments regarding the most recent Affirmative Action Plan. Comments need to be submitted to the Office of Equity & Diversity by April 1, 2023.

If you have any questions about the 2022 Affirmative Action Plan or about the University's non-discrimination policies, please contact the Office of Equity & Diversity at 860-465-5112.

Sincerely,

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



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

February 21, 2023

Dear Eastern Employee,

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

Connecticut General Statute Section 46a-54(16), states that employees hired through a State agency must complete a mandatory diversity training within one year of their hire date. Therefore, we have scheduled an in-person diversity, equity and inclusion training for all employees hired within the last year that will meet this mandated requirement.

This year Kamara Harrington, of Kamora's Cultural Corner LLC, will be facilitating the training by offering a workshop that creatively engages participants through instructional presentations, conversations, and activities to explore the many intersectionality's of culture within our community.

This in-person training will be held on **March 3rd, 2023, from 2:00PM to 5:00PM** and will take place in the **Presidents Dining Room** located in **Hurley Dining Hall**. During the training, you will have the opportunity to learn about Eastern's mission and our six core values as well as our ongoing commitment to diversity, equity, and inclusion. The training received will provide you with an understanding of ways to create an inclusive workplace, how to identify and address unconscious biases and how to foster a culture of respect and inclusion. We believe this interactive and engaging training will offer valuable tools and knowledge necessary to succeed at Eastern, and it is strongly encouraged that you attend.

Please let us know by **February 28th** if you will be in attendance for this training by using this form to RSVP. Additionally, light appetizers and refreshments will be provided.

We look forward to meeting you in person and sharing our dedication to diversity, equity, and inclusion with you.

Best regards,

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

STATEMENT OF POLICY ON DISCRIMINATION AND SEXUAL HARASSMENT

EASTERN CONNECTICUT STATE UNIVERSITY

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

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

I. Definitions

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

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

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

II. Contacts

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

EASTERN CONNECTICUT STATE UNIVERSITY
OFFICE OF EQUITY & DIVERSITY

INFORMATION ON THE AMERICANS WITH DISABILITIES ACT

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

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

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

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

COVERAGE OF SUBSTANCE ABUSE

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

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

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

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

HEALTH AND SAFETY CONSIDERATIONS

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

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

EASTERN CONNECTICUT STATE UNIVERSITY
OFFICE OF EQUITY & DIVERSITY

GUIDELINES FOR REASONABLE ACCOMMODATIONS IN EMPLOYMENT

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

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

Explanation of Terms:

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

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

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

Applicant/Employee Responsibility:

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

Employer Responsibilities/Procedures for Documentation Review:

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

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

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

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

The Advisory Committee on People with Disabilities:

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

LaMar Coleman, Ed.D.

Michelle Delaney

Terry D. Roye, AIA

Brooks Scavone

Christopher Ambrosio

Vice President for Equity & Diversity

Vice President Student Affairs

Associate Vice President for Facilities Management

Director of AccessAbility Services

Director of Opportunity Programs

AFFIRMATIVE ACTION PROGRAM EVALUATION

April 1, 2022 – March 31, 2023

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

Name: William Salka

Title: Provost and Vice President for Academic Affairs

1. How would you assess the affirmative action goal achievements in 2022-2023 for your respective division? What aided and what challenged goal achievements in your division?

While we did not hire any full-time faculty in the previous year due to budget constraints, we continue to strive for diversity in Academic Support staff we have hired. We have a number of SOUAF searches currently underway and will work to ensure those hires closely reflect the demographics of our students.

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

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

3. What is your assessment of Eastern's 2022 Affirmative Action Plan? Are the internal and external communications efficient? Are the programmatic and hiring goals reasonable? Is the grievance procedure widely known and effective? For reference, you can view a copy of the plan by clicking: [2022 Affirmative Action Plan](#)

The 2022 plan is excellent with reasonable goals and communication to all stakeholders.

AFFIRMATIVE ACTION PROGRAM EVALUATION
April 1, 2022 – March 31, 2023

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

Name: James R Howarth

Title: Vice President for Finance & Administration

1. How would you assess the affirmative action goal achievements in 2022-2023 for your respective division? What aided and what challenged goal achievements in your division?

We experienced mixed success with filling positions in the current job market with some positions having small candidate pools due to a lack of interest in the specific position. We experienced employees transferring to other state agencies reflecting the large number of open positions within state service. In general, we have not filled as many positions as expected when the goal was established due to the job market and university financial conditions.

We continue to make our best efforts with increased advertising and feel confident we were provided with the best possible diversity in our applicant pool and final candidate selection.

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

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

3. What is your assessment of Eastern’s 2022 Affirmative Action Plan? Are the internal and external communications efficient? Are the programmatic and hiring goals reasonable? Is the grievance procedure widely known and effective? For reference, you can view a copy of the plan by clicking: [2022 Affirmative Action Plan](#)

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

AFFIRMATIVE ACTION PROGRAM EVALUATION
April 1, 2022 – March 31, 2023

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

Name: Michelle M. Delaney

Title: Vice President of Student Affairs

1. How would you assess the affirmative action goal achievements in 2022-2023 for your respective division? What aided and what challenged goal achievements in your division?

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

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

Over the past year many of the search procedures have been streamlined and forms updated. This has aided the search committees with completing their reports more easily. Ensuring there is a diverse candidate pool continues to be a struggle.

3. What is your assessment of Eastern’s 2022 Affirmative Action Plan? Are the internal and external communications efficient? Are the programmatic and hiring goals reasonable? Is the grievance procedure widely known and effective? For reference, you can view a copy of the plan by clicking: [2022 Affirmative Action Plan](#)

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

AFFIRMATIVE ACTION PROGRAM EVALUATION
April 1, 2022 – March 31, 2023

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

Name: Garrett Bozylinsky

Title: Chief Information Officer

1. How would you assess the affirmative action goal achievements in 2022-2023 for your respective division? What aided and what challenged goal achievements in your division?

I am impressed with the success of the office that sets high standards of achievement.

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

I think the search procedures have improved greatly. Everything is clearer and more streamlined.

3. What is your assessment of Eastern’s 2022 Affirmative Action Plan? Are the internal and external communications efficient? Are the programmatic and hiring goals reasonable? Is the grievance procedure widely known and effective? For reference, you can view a copy of the plan by clicking: [2022 Affirmative Action Plan](#)

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

3. EXTERNAL COMMUNICATION and RECRUITMENT STRATEGIES

SECTION 46a-68-80

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

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

Subsection (a):

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

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

Subsection (b).

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

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

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

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

Subsection (c).

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

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

Contract Compliance:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

External Communication Additions

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

FEMALE AND MINORITY CONTRACT LIST

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

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

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

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

Telephone: 202.547.3967

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

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

Ms. Adrienne W. Cochrane, J.D., Chief
Executive Officer
The YWCA of the Hartford Region
135 Broad Street, Hartford, CT 06105
Ywcainfo@ywc Hartford.org
860.525.1163

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

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

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

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

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

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

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

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

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

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

KEY AFFIRMATIVE ACTION DIRECTORS

Mr. Nicholas D'Agostino
Director of Equal Employment Opportunity
CSCU - Board of Regents for Higher Education
61 Woodland Street
Hartford, CT 06105
860.723.0727 / ndagostino@commnet.edu

Dr. Craig Wright
VP for Equity & Inclusion
Central Connecticut State University
1650 Stanley Street, Davidson Hall, RM 119
New Britain, CT 06050
860.832.0178 / craig.wright@ccsu.edu

Ms. Paula Rice
Director of Diversity and Equity
Southern Connecticut State University
501 Crescent Street
New Haven, CT 06515
203.392.5899 / ricep1@southernct.edu

Ms. Jesenia Minier
Chief Diversity Officer
Western Connecticut State University
181 White Street
Danbury, CT 06810
203.837.8277 / minierj@wcsu.edu

Dr. LaMar Coleman
Vice President for Equity & Diversity
Eastern Connecticut State University
83 Windham Street
Willimantic, CT 06226
860.465.0072 / colemanla@easternct.edu

Letissa Reid, Esq., Associate VP
Office of Institutional Equity
University of Connecticut
241 Glenbrook Road – Wood Hall
860.486.2943 / equity@uconn.edu

Charlene M. Russell-Tucker
Commissioner
Connecticut State Department of Education
450 Columbus Boulevard
Hartford, CT 06103
860.713.6543 / Charlene.russell-tucker@ct.gov

Dr. John-Paul Chaisson-Cardenas
Vice President for Diversity, Equity, & Inclusion
CT State Community College
185 Main Street
New Britain, CT 06051
860.612.7056 / jchaisson-cardenas@commnet.edu

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

Recruitment Sources:

Newspapers

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

Websites

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

Organizations

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

Mailing List/Listserv/Certification List

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

Employee Recruitment in Higher Education Including Race/Gender Specific Resources

ABILITY LINKS

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

<https://abilitylinks.org/>

ACADEMIC CAREERS ONLINE

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

<https://academiccareers.com/>

ACADEMIC DIVERSITY SEARCH

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

<https://www.academicdiversitysearch.com>

ACADEMIC KEYS

A leading source for academic employment.

<https://www.academickeys.com>

ACADEMIC SEARCH INC.

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

<https://academicsearch.org/>

AFRICAN AMERICAN REVIEW

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

<https://afamreview.org/>

AMERICAN ASSOCIATION FOR ACCESS, EQUITY, AND DIVERSITY

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

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

AMERICAN ASSOCIATION OF BLACKS IN HIGHER EDUCATION

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

<https://aabhe.education/>

AMERICAN ASSOCIATION OF PEOPLE WITH DISABILITIES

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

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

AMERICAN ASSOCIATION OF UNIVERSITY WOMEN

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

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

AMERICAN COLLEGE HEALTH ASSOCIATION

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

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

AMERICAN COLLEGES AND UNIVERSITIES ASSOCIATION

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

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

AMERICAN COUNCIL ON EDUCATION

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

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

AMERICAN EDUCATIONAL RESEARCH ASSOCIATION

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

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

AMERICAN INDIAN HIGHER EDUCATION CONSORTIUM

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

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

ASSOCIATION OF AMERICAN UNIVERSITIES

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

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

BLACK CAREER WOMEN

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

<https://abwhe.org/>

BLACK ENTERPRISE & BLACK ENTERPRISE MAGAZINE

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

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

BLACKS IN HIGHER ED

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

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

COMMISSION ON ACCESS, DIVERSITY AND EXCELLENCE

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

<http://www.aplu.org>

CONGRESIONAL HISPANIC CAUCUS INITIATIVE

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

<https://chci.org/>

CONNECTICUT ASSOCIATION ON HIGHER EDUCATION AND DISABILITY

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

<http://www.ctahead.org>

CONNECTICUT ASSOCIATION OF LATINOS IN HIGHER EDUCATION

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

<https://calahe.org/>

COUNCIL OF COLLEGES OF ARTS AND SCIENCES

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

<http://www.ccas.net>

COUNCIL FOR OPPORTUNITY IN EDUCATION

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

<http://www.coenet.org>

DIVERSITY.COM

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

Diversity.com

DIVERSITY INC.

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

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

EQUALITY MAGAZINES

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

<https://equalitymagazines.com/>

HBCUCONNECT

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

<http://www.hbcuconnect.com>

HISPANIC ASSOCIATION OF COLLEGES & UNIVERSITIES

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

<http://www.hacu.net>

HISPANICS IN HIGHER ED

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

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

IHISPANO

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

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

IMDIVERSITY INC.

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

<https://imdiversity.com/>

INSIGHT INTO DIVERSITY

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

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

JOURNAL OF BLACKS IN HIGHER EDUCATION

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

<http://www.jbhe.com>

LATINO PROFESSIONAL NETWORK

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

<http://www.lpnonline.com>

LEAGUE OF UNITED LATIN AMERICAN CITIZENS

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

<https://lulac.org/>

NATIONAL ASSOCIATION FOR EQUAL OPPORTUNITY IN HIGHER EDUCATION

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

<http://www.nafeonation.org>

NATIONAL COALITION OF BLACK WOMEN (NCBW)

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

<https://ncbw.org/>

NATIONAL CONFERENCE ON RACE & ETHNICITY IN HIGHER EDUCATION

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

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

NATIONAL COUNCIL ON DISABILITY

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

<http://www.NCD.gov>

NATIONAL INDIAN EDUCATION ASSOCIATION

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

<http://www.niea.org>

NATIONAL MINORITY TECHNOLOGY COUNCIL

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

<http://www.nmtcimpact.org>

NEMNET- MINORITY RECRUITMENT

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

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

UNIVERSITY JOB BANK

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

<http://www.universityjobs.com>

WOMEN IN HIGHER EDUCATION (WIHE)

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

<http://www.wihe.com>

WOMEN IN ACADEMIA REPORT

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

<http://www.wiareport.com>

WOMEN FOR HIRE

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

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

WORKPLACE DIVERSITY

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

<https://workplacediversity.com/>

SAMPLE ADVERTISEMENTS

Associate Vice President for Facilities Management and Planning

Employer

Eastern Connecticut State University

Location

Willimantic, Connecticut

Salary

commensurate with experience

Posted Date

Nov 1, 2022

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Eastern Connecticut State University is seeking a qualified candidate to fill the Associate Vice President for Facilities Management and Planning position. Eastern is located in Willimantic Connecticut 1.5 hours from Boston and 2 hours from New York City. Eastern is one of four universities in the Connecticut State College and University System (CSCU) and as state university employees enjoy substantial health and retirement benefits.

The Associate Vice President for Facilities Management & Planning operates

under the direction of the Vice President for Finance and Administration and is responsible the implementation of the campus Master Plan, overseeing the capital plan implementation including the planning, budgeting, and oversight of construction, the operation and maintenance of the university buildings, grounds and utilities. The Associate Vice President oversees a staff of over 100 employees that include Capital Projects, HVAC, Heat Plant, Plumbing, Electrical, General Maintenance, Carpentry, Locks, Custodial, Grounds, Warehouse & Stores, and Vehicle Maintenance functions. The position, by attention to details, supports the mission and strategic plan for the institution by ensuring maintenance of campus facilities, grounds, equipment and fixtures that provide a safe and attractive environment for the campus community and supports student success and excellence.

Primary Accountabilities:

1. Serves as technical advisor to the President of the University and other members of the President's Staff.
2. Prepares reports required by the Board of Regents, Department of Transportation, Department of Public Works, and other Federal and State agencies.
3. Serves as a resource and campus contact person for all Department of Administrative Services Major Capital Projects. Takes a lead role in the development of project scope, schedule, budgeting, coordination of design and construction oversight for new construction, renovations and deferred maintenance projects.
4. Is responsible for budgeting & planning of current capital projects, code compliance and infrastructure improvements, and deferred maintenance programs. Develops the annual capital improvement and deferred maintenance budgets and provides updates for the five-year facilities plan. This includes estimating costs, determining long range schedule and priority of projects.
5. Responsible for the development and management of the operating

budget and resources for the operation of the physical plant, utility distribution systems as well as the budgeted resources for personnel, contract services, supplies, projects and grants. Provide quarterly updates and budget projections. Reviews and approves all expenditures and monitors fiscal performance of the department.

6. Responsible for ensuring the plans and specifications for alteration and renovation work contracted or performed by University Personnel meet code requirements, state regulations and procurement policies. Oversee processes to review project designs for adherence to program requirements, constructability, value engineering, cost estimating, commissioning, code compliance, long term facility serviceability & care as well as compliance with Campus Design Standards
7. Assist in drafting and directing RFP's, bids, procurement and contract document preparation for maintenance contracts as well as Capital Improvements.
8. Is responsible for the annual physical inventory of capitalized assets and controllable assets.
9. Assists with the development of policies in conjunction with Human Resources department for the management operations of the department and in alignment with current labor contracts.
10. Responsible for submitting staffing requests to VP for Finance & Administration for approval to ensure that staffing levels and skills meet the operational needs of the department. Ensures hiring, staff training, performance evaluations, and recommendations for promotion of staff in the maintenance department and Capital Projects Office meet the needs of the department. Assumes responsibility for affirmative action efforts and adherence to procedures in recruitment, hiring, and promotion of staff in alignment with annual operating budget.
11. Assists in the development and implementation of the Facilities Master Plan.

12. Supervises the maintenance and operation of all vehicles and physical plant equipment, and furniture.
13. Member of the Green Campus Committee and responsible for monitoring the Greenhouse Gas inventory and producing measures for the overall reduction in greenhouse gas emissions and the promotion of sustainability in operations and maintenance of the campus.
14. Member of the Safety Committee.
15. Identify and develop strategies in which the university can repurpose space for maximum utilization and responsible for updating campus space inventory.
16. Prepare for emergency response from all areas within Facilities Management and act accordingly
17. Performs other duties and responsibilities related to those enumerated above which do not alter the basis level of responsibility of the position.

Qualifications:

Bachelor's Degree in architecture, engineering, or a related field and a minimum of five years of managerial experience in facilities management, administration, and planning is required.

A Master's Degree, professional engineering license, Certified Educational Facilities Professional (CEFP), Facilities Management Professional (FMP) or Certified Facility Manager (CFM), and experience in a college or university setting are preferred. Experience including a minimum of ten years of progressive facilities experience with a minimum of five years being in a supervisory/management role is also preferred.

These Qualifications may be waived for individuals with appropriate alternate experience.

To apply, please submit a cover letter, current resume and contact information of three professional references to Rebecca Davis at

davisr@easternct.edu.

Eastern Connecticut State University does not discriminate on the basis of race, color, religious creed, age, gender, gender identity or expression, national origin, marital status, ancestry, present or past history of mental disorder, learning disability or physical disability, veteran status, sexual orientation, genetic information or criminal record. The following person has been designated to handle inquiries regarding the non-discrimination policies: LaMar Coleman, Vice President for Equity and Diversity, (860) 465-5112, colemanla@easternct.edu.;

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Assistant/Associate/Full Professor of Accounting

Willimantic, Connecticut

Active

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1

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Job Title Assistant/Associate/Full Professor of Accounting

Job Status Active

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

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

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

Department: Accounting

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

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

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

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

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

Eastern Connecticut State University does not discriminate on the basis of race, color, religious creed, age, gender, gender identity or expression, national origin,

marital status, ancestry, present or past history of mental disorder, learning disability or physical disability, veteran status, sexual orientation, genetic information or criminal record. The following person has been designated to handle inquiries regarding the non-discrimination policies: Lamar Coleman, Vice President for Equity and Diversity, 860-465-0072, colemanla@easternct.edu.

Associate Director of Health Services: Nurse Practitioner

 NP - FNP  Wilmeric, CT  Permanent

E

Eastern Connecticut State University

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

[View Job Details](#) [I'm Interested](#)

Job Details

Description

Associate Director of Health Services: Nurse Practitioner

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

Responsibilities and duties:

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

Requirements

REQUIRED QUALIFICATIONS

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

DESIRABLE CRITERIA

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

Application Process:

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

Location	Willimantic, Connecticut 06226
Profession	Nurse Practitioner
Specialty	Family Medicine
Employment Type	Permanent
Employer	Eastern Connecticut State University

Assistant Director of Annual Fund and Advancement Services

Employer

[Eastern Connecticut State University](#)

Location

Connecticut, United States

Salary

Salary Commensurate with experience

Closing date

Aug 6, 2022

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Eastern Connecticut State University seeks applications to fill the position of Assistant Director of Annual Fund and Advancement services.

Position Description: Responsible for managing the advancement services functions of the development office as well as the phonathon program. Assists with stewardship and donor recognition activities for donors. Oversees the recording, reconciliation, and acknowledgement of all philanthropic gifts to the ECSU Foundation.

Requirements: Bachelor's degree and three years of experience in a non-profit environment required, preferably in higher education. Good communication skills required; experience with phonathon/telemarketing program and Raiser's Edge software preferred. Phonathon program requires flexible work hours for 16 weeks during the academic year.

Applications procedure: please e-mail a cover letter, resume and contact information of three professional references to Ryan Rose at rosery@easternct.edu

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EASTERN CONNECTICUT STATE UNIVERSITY
63 WINDHAM STREET • WILMANTIC, CONNECTICUT 06226 • 860.431.5700

December 1, 2022

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

Dear Mr. Barr:

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

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

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

Sincerely,

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

Cc: Elsa M. Nuñez, Ed.D., President



A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY

83 WINDHAM STREET • WILLIMANTIC, CT 06226 • 860-445-5000

December 1, 2022

Dr. Patty O'Neill, CSU-AAUP President
WCSU/Psychology Dept
181 White Street
Danbury, CT 06810

Dear Dr. O'Neill:

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

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

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

Sincerely,

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

Cc: Elsa M. Nuñez, Ed.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY
83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-465-1000

December 1, 2022

Dr. Indira Petoskey, President
SUOAF-AFSCME
Eastern Connecticut State University
83 Windham Street
Willimantic, CT 06226

Dear Dr. Petoskey:

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

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

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Sincerely,

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

Cc: Elsa M. Nuñez, Ed.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY

111 FUNDING COLLEGE • WILLIMANTIC, CONNECTICUT 06226 • 860-437-5900

December 1, 2022

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

Dear Mr. Scussel:

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

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

<https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the Office of Equity and Diversity which is located at: Gelsi & Young Hall, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

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

Cc: Elsa M. Nuñez, Ed D., President



STATE OF CONNECTICUT ■ A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY

45 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-439-3001

December 1, 2022

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

Dear Mr. Chisern:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2022 Affirmative Action Plan at any time at: <https://www.eastnet.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the Office of Equity and Diversity which is located at: Gelsi & Young Hall, 33 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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

Sincerely,

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

Cc: Elsa M. Nuñez, Ed.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY
83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • (860) 439-5000

December 1, 2022

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

Dear Mr. Glidden:

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

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

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

Sincerely,

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

Cc: Elsa M. Nuñez, Ed.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY

83 WINDHAM STREET • WILLMANTIC, CONNECTICUT 06226 • 860-435-5900

December 1, 2022

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

Dear Ms. Hochadel:

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

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

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Sincerely,

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

Cc: Elsa M. Nuñez, Ed.D., President



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



EASTERN CONNECTICUT STATE UNIVERSITY

83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 404-491-2000

December 1, 2022

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

Dear Dr. Swanson:

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

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

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Sincerely,

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

Cc: Elsa M. Nuñez, Ed.D., President



A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY

37 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-467-5000

December 1, 2022

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

Dear Dr. Lanagan-Leitzel:

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

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

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Sincerely,

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

cc: Elsa M. Nuñez, Ed.D., President



A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY
83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-865-7000

December 1, 2022

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

Dear Dr. Lumbatobing,

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

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

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Vice President for Equity and Diversity

Cc: Elsa M. Nuñez, Ed.D., President



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



EASTERN CONNECTICUT STATE UNIVERSITY
83 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • 860-435-5000

December 1, 2022

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

Dear Dr. Burkholder:

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

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

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

Sincerely,

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

Cc: Elsa M. Nuñez, Ed.D., President



A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY
83 WINDHAM STREET • WILLIAMANTIC, CONNECTICUT 06226 • 860.439.5000

December 1, 2022

Mr. Gregg Crerar, President SGOAF-AFSCME
SCSU
501 Crescent Street
New Haven, CT 06515

Dear Mr. Crerar:

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

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

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

Sincerely,

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

Cc: Elsa M. Nuñez, Ed.D., President



Eastern Connecticut State University ■ A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY

41 WINDHAM STREET • WILLIMANTIC, CONNECTICUT 06226 • TEL: 465-8000

December 1, 2022

Ms. Lisa Marie Bigelow
SUOAF/AFSCME
Davidson Hall, 2051615 Stanley Street
New Britain, CT 06050

Dear Ms. Bigelow:

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

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

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

Sincerely,

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

Cc: Elsa M. Nuñez, Ed.D., President



Eastern Connecticut State University is a member of the CSU System. An equal opportunity institution.

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter: 4th QTR Fiscal Year Period: 22

ENTER THIS QTR-

Agency Name:	Eastern Connecticut State University	Agency Number:	7805
Prepared by:	Heather O'Neil	E-mail Address:	oneilh@eastcnct.edu
Tel. #:	860-485-5266		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 121,968,726.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 2,347,526.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 586,881.50
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 146,720.38

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 8,026,747.01	1,322	\$ 21,388,428.11	4,092

6) Total Agency FY Expenditures for Purchases and Contracts from Set-aside Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 476,599.09	49	\$ 2,754,766.80	218
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE				
A) American Indian (AI)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (DI)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DAI)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 52,940.42	11	\$ 1,059,235.96	66
M) Woman American Indian (MW)				
N) Woman Asian (AW)	\$ -	0	\$ 11,425.21	2
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (W)	\$ 27,781.83	2	\$ 77,752.67	15
S) Disabled American Indian Woman (DAW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DW)				
GrBE TOTAL (Lines D, G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 80,722.25	13	\$ 1,148,413.84	83
MBE TOTAL (Lines A - W)	\$ 80,722.25	13	\$ 1,148,413.84	83

SMALL MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter: 1st QTR Fiscal Year Period: 23

ENTER THIS QTR:

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

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 156,240,162.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 2,232,954.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 558,238.50
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 139,559.63

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 5,758,771.95	803	\$ 5,758,771.95	803
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 582,889.62	43	\$ 582,889.62	43

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only: PLEASE CATEGORIZE:				
A) American Indian (AI)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (DI)				
E) Hispanic (H)	\$ 99,999.00	1	\$ 99,999.00	1
F) Iberian Peninsula (I)				
G) Disabled American Indian (DAI)				
H) Disabled Asian American (DAI)				
I) Disabled Black American (DBA)				
J) Disabled Hispanic American (DHA)				
K) Disabled Iberian Peninsula American (DIP)				
L) Woman (W)	\$ 133,726.40	11	\$ 133,726.40	11
M) Woman American Indian (WAI)				
N) Woman Asian (WAI)				
O) Woman Black (WB)				
P) Woman Disabled (WD)				
Q) Woman Hispanic (WH)				
R) Woman Iberian Peninsula (WIP)	\$ 12,824.54	1	\$ 12,824.54	1
S) Disabled American Indian Woman (DAIW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
SBE TOTAL (Lines G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 146,550.94	12	\$ 146,550.94	12
MBE TOTAL (Lines A - W)	\$ 246,549.94	13	\$ 246,549.94	13

SMALL/MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter: 2nd QTR Fiscal Year Period: 23

ENTER THIS QTR-

Agency Name:	Eastern Connecticut State University	Agency Number:	1800
Prepared by:	Heather O'Neil	E-mail Address:	oneilh@easternct.edu
Tel. #:	860-465-5296		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 156,240,162.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 2,232,954.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 558,238.50
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 139,559.63

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 7,497,400.64	1,131	\$ 13,256,172.59	1,934
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 701,890.32	51	\$ 1,284,779.94	94

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (AI)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (DI)				
E) Hispanic (H)	\$ -	0	\$ 89,999.00	1
F) Iberian Peninsula (I)				
G) Disabled American Indian (DAI)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DHI)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 199,438.45	16	\$ 333,165.00	27
M) Woman American Indian (MAI)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 29,804.43	5	\$ 42,428.97	6
S) Disabled American Indian Woman (DAIW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines B, C, H, I, J, K, P, S, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 229,042.88	21	\$ 375,593.97	33
MBE TOTAL (Lines A - W)	\$ 229,042.88	21	\$ 475,592.97	34

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

3rd QTR

Fiscal Year Period:

23

ENTER THS QTR-

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

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 156,240,162.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 2,232,964.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 558,239.50
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 139,559.63

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 5,952,121.65	983	\$ 19,208,294.24	2,917

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 438,627.58	50	\$ 1,723,407.52	144
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only PLEASE CIRCLE ONE				
A) American Indian (AI)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (DI)				
E) Hispanic (H)	\$ -		\$ 99,999.00	1
F) Iberian Peninsula (I)				
G) Disabled American Indian (DAI)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DHI)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 62,994.73	15	\$ 396,159.73	42
M) Woman American Indian (MA)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 17,785.65	4	\$ 60,214.62	10
S) Disabled American Indian Woman (DAW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DHW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 80,780.38	19	\$ 456,374.35	52
MBE TOTAL (Lines A - W)	\$ 80,780.38	19	\$ 556,373.35	53

4. ASSIGNMENT OF RESPONSIBILITY AND MONITORING

SECTION 46a-68-81

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

Subsection (a):

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

Subsection (b):

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

The Vice President met with all the search committees and advised them on how to conduct Affirmative Action Searches. The President also met with various search committees to emphasize her commitment to affirmative action in Eastern's hiring practice and to discuss strategies to meet the University's affirmation action goals. During 2022-23, the President continued to support the Faculty JEDI (Justice, Equity, Diversity, & Inclusion) Group to explore the concept of cluster hiring, and continued Eastern Connecticut State University's involvement as a founding institution in NEBHE's (New England Board of Higher Education) North Star Faculty Collective to support faculty from underrepresented backgrounds. This year, Eastern also became involved with the Racial Equity & Justice Institute (REJI) as well as the Executive Leadership Institute (ELI). Both institutes assist Eastern with reaching its equity goals.

The President also discussed the Affirmative Acton Plan with her senior staff in Fall 2022 to develop strategies to meet the goals set in the Affirmative Action Plan.

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

wide letter was sent electronically to employee to inform them about the approval and availability of the 2022 Affirmative Action Plan. (Attached in the Internal Communication section).

Subsection (c):

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

Subsection (d):

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

Subsection (e):

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

Diversity and Social Justice Council

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

SUOAF - Minority Recruitment and Mentoring Committee (MRMC)

<u>Name</u>	<u>Race/Sex</u>	<u>Title</u>	<u>% of Time</u>
Cliff Marrett (Chair)	BM	Director Of Career Success	2%
Damali Abbensetts	BF	Assoc. Dir. Acad. Success Ctr.	1%
Niloufar Rezai	HF	Dir. Child Dev. Resource Ctr.	1%
Joshua Sumrell	BM	Coord. Intercultural Ctr.	1%
Janice Wilson	BF	Dir. Library Services	1%

AAUP - Minority Recruitment and Retention Committee (MRRC)

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

AA: AAIANHNPI

Committee for People with Disabilities

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

Subsection (f):

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

Subsection (g):

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

Subsection (h):

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

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

<u>Name</u>	<u>Title</u>	<u>Percent of Time Devoted</u>
LaMar Coleman	VP for Equity & Diversity	100%
Jianguo Zhu	University HR Administrator	30%

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

Subsection (i):

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

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

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



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

July 19, 2023

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

Dear Dr. Núñez,

Pursuant to applicable provisions of Connecticut General Statutes 46a-68, enclosed you will find the proposed 2023 Affirmative Action Plan for Eastern Connecticut State University.

In your role as President of Eastern Connecticut State University, we acknowledge that the implementation and enforcement of the Affirmative Action Plan is ultimately your responsibility (as agency head). However, you have used your appointing authority to appoint me as the University employee responsible for assisting you with the development, implementation, and monitoring of the plan. As such, in addition to the plan itself, I have included a summary report of our activities and progress within the plan for the reporting period of April 1, 2022 through March 31, 2023.

If the enclosed plan meets your approval, please proceed with signing the concluding statement within Section 46a-68-91.

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

Sincerely,

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

/enclosures

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

Reporting Period: April 1, 2022 – March 31, 2023

Overall Status of the Affirmative Action/Equal Employment Opportunity Program

Eastern Connecticut State University remains committed to a policy of affirmative action, equal employment opportunity, diversity, inclusion, and equity in the workplace. The Affirmative Action Plan covers the reporting period April 1, 2022 through March 31, 2023 and details our efforts, goals, responsibilities and establishes our new hiring, promotional and programmatic goals for 2023-2024.

Copies of the Affirmative Action Plan are available in the Office of Equity & Diversity. Additionally, the plan is posted on the Eastern Connecticut State University website to allow for easy access. As a public document, the Plan is available for review by employees, and the general public throughout the entire reporting period that runs from April 1, 2022 through March 31, 2023. The respective unions were encouraged to review the last AA Plan and direct any comments, in writing, to me (the Vice President for Equity & Diversity). During the past reporting period, no comments were received.

This past reporting year saw a major uptick in new employee hiring. This is due to the very high number of retirements that occurred not only at Eastern Connecticut State University, but throughout all State agencies. The cause of the large number of retirements throughout the State is because of changes in the State of Connecticut Pension System. Employee not wishing to be adversely impacted by the new pension policies opted to retire before the new policies took effect. As a State agency, Eastern experienced over 65 retirements, many of which were positions essential to the operation of the university. Many employees with extensive institutional knowledge departed the workforce and while diversity and established goals were still a very high priority, there were certain instances where positions needed to be filled expeditiously without extending search periods to maintain the proper functioning of the institution. Also contributing to our inability to achieve our targeted hiring goals was that the job market had not fully rebounded, and studies had demonstrated there were more available jobs than workers. The candidate pools for many searches was relatively low and lacked the diversity we would otherwise desire and insist upon.

As it pertains to **hiring and promotional goals**, during the past reporting period, there were sixty-two (62) hires that met seventeen (17) goals, or 27.4% goal achievement. By comparison, there were twenty-four (24) hires during the last reporting period and nine (9) goals were met or 37.5% goal achievement. This year there were fourteen (14) promotions that met seven (7) goals or 50%. By comparison, last year there were eighteen (18) promotions that met six (6) goals or 33.3%. Thus, we were lower this year with our new hires goal achievement compared to last year, but we were much higher with our promotional goal achievement this year compared to last.

From an affirmative action **program goal** perspective, we were successful in achieving all three (3) stated goals for 2022-2023.

- (a) We successfully developed a recorded Power Point with voice-over narration to be used to train all employees who will be serving on search committees or who are involved in any way with the search and hiring process. The video educates search committees on critical aspects of the search procedures and also provides education and awareness related to managing implicit bias in the search process and strategies for promoting an inclusive work environment. While the voice-over power point is a good start, we are continuing to explore the use of an online training software that is a little more interactive to be able to provide similar education and awareness to search committees.
- (b) This past reporting year, in collaboration with the Office of Human Resources, we successfully developed and implemented an online exit survey that is provided to employees who are leaving employment at Eastern. The goal of the survey is to solicit candid feedback regarding employees' satisfaction with the working environment during their time at Eastern. The survey also solicits feedback regarding campus climate as it relates to diversity, equity, and inclusion. The data collected will be used to make any needed improvements to Eastern's working environment and/or our campus climate.
- (c) The Diversity and Social Justice Council utilized the past year to review and analyze the data derived from the campus climate survey that was administered during the spring 2022 semester. They determined areas needing improvement and held subsequent focus groups to gather more qualitative data. The end result was the development of an action plan aimed at developing strategies to make improvements and policy recommendation to areas of concern.

Building on the foundation that was developed last year where we streamlined and strengthened all aspects of our search procedures, this year we have begun exploration of the procurement and utilization of a software program to assist us with our unclassified search process. Currently, most of that process is done manually (i.e. posting job advertisements, collecting application materials, screening applications, corresponding with candidates, etc.). We have purchased a software called, JazzHR to see if it will enhance our process even more.

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

1. The Vice President for Equity & Diversity met with administrators and staff to discuss affirmative action goals, diversity issues, sexual harassment training and other non-discrimination efforts of the University.
2. The Office of Equity & Diversity consulted with search chairs and/or department chairs throughout the search process to discuss effective search procedures and necessary data collection for the submission of the search plan and search report.

3. The Vice President for Equity & Diversity is involved in all aspects of the search process by:
(a) approving all advertisements for all position searches to ensure no discriminatory language is used and that the University is recognized as an equal opportunity employer; (b) approval of membership on search committees; (c) provided charge meetings to all search committees at the onset of a search; (d) approval of all assessment rubrics used to review applicants; (e) approval of all interviews; (f) ensure that all applicants for unclassified positions are provided with the online affirmative action data collection link for the search to which they are applying (information is kept separate from other applicant materials used in evaluating candidates); and advised the President when search should be extended or failed when the applicant pool is insufficient or if the search committee has not demonstrated good faith efforts.
4. The Vice President for Equity & Diversity attended various trainings and workshops to remain abreast of best practices pertaining to EEO work.
5. The Vice President for Equity & Diversity met regularly with the AAUP-Minority Recruitment & Retention Committee (MRRC) as well as the SUOAF-Minority Recruitment & Mentoring Committee (MRMC) to address affirmative action issues with regard to hiring and retaining minority faculty and staff.

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

During this reporting period, the Office of Equity & Diversity underwent several staffing transitions and are currently short one staff member. Due to the transfer of the Assistant Dean of Equity & Diversity, there are now only two professional staff members within the office (the VP and Title IX Coordinator). There have also been several transitions of part-time University Assistants as retaining them have proven to be challenging due to the part-time nature of the position which does not allow them to receive the fringe benefits that fulltime employees receive. Be that as it may, the current team of four (VP, Title IX Coordinator, Administrative Assistant, and University Assistant) are committed to reaching the equity goals and objectives set for the University.

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

1. Nearly 80% (49 of 62) of all new employees completed the online Sexual Harassment Prevention Training that was sponsored by the Commission on Human Rights & Opportunities (CHRO). Follow-up will be done with the remaining employees to encourage them to complete their required training.
2. 62% (38 of 62) of all new employees completed an in-person Diversity Training that was held on March 3, 2023. Follow-up will be done with the remaining employees to encourage them to complete their required training.

3. 100 % of Eastern's Management/Confidential administrative staff (24) as well as some high-level administrative-faculty (SUOAF) who are part of the President's Council (6) took part in a day-long diversity training sponsored by the Connecticut State Colleges & Universities System Office.
4. This reporting year, the Office of Equity & Diversity began a new initiative whereby the VP for Equity & Diversity met, individually, with all new employees within their first 30 days of employment. The purpose of the meetings was to welcome the employee to Eastern, provide them with information and resources regarding discrimination policies and reporting procedures, obtain feedback regarding their transition, and to provide them with a welcome note and gift from the President. 28 new employees participated in the welcome meetings.
5. This reporting year Eastern became affiliated with several professional organizations to include National Association of Diversity Officers in Higher Education (NADOHE), the American Association for Access, Equity, and Diversity (AAAED), and Connecticut Association of Diversity & Equity Professionals (CADEP).
6. During this reporting year, the Office of Equity & Diversity developed a Directory of Minority Faculty and Staff that is posted on Eastern's website. The purpose of the directory is to showcase the diversity of our faculty and staff to colleagues, potential employees, current and prospective students, and visitors.
7. During this reporting year, Eastern became a member of the Racial Equity & Justice Institute (REJI) housed at Bridgewater State University. The institute helps colleges and universities to plan/develop goals to minimize racial inequities on their campuses and then provides support and professional development as they strive to reach their equity goals. A working group of 30 faculty and staff participated in the work of the institute throughout the year.
8. During this reporting year, Eastern became a member of the Executive Leadership Institute (ELI) and sponsored two administrative-faculty employees to participate in this year's cohort. The institute is geared toward underrepresented employees who aspire to advance to higher administrative positions within higher education. The cohorts are provided professional development, mentorship, and career development support over a year as they prepare to advance in their career.
9. Eastern continued its participation as a founding institution for the North Star Collective Faculty Fellowship sponsored by the New England Board of Higher Education (NEBHE). The initiative helps to support and guide faculty of color in their initial years of employment to prepare them for the publication, promotion, and tenure process.

10. In collaboration with a faculty interest group, developed and implemented JEDI (Justice, Equity, Diversity, and Inclusion) Mini-Grants to fund initiatives and projects proposed by faculty and staff that support or promote JEDI awareness or concepts on campus. Faculty and staff could be granted up to \$500 per project (an increase from \$250 per project last year). During the 2022-23 academic year, approximately \$4,000 was provided for various JEDI projects throughout the campus.
11. Collaborated with faculty interest group to sponsor a book discussion group where the book, "Black in White Space: The Enduring Impact of Color in Everyday Life," by Elijah Anderson was discussed as part of Eastern's anti-racist campaign.
12. During this reporting year, Eastern initiated the Equity & Justice Awards where awards were given to campus community members who excelled in demonstrating racial justice rights, women's rights, and human rights.
13. Eastern is in its third year offering a Police Advisory Board (PAB) where members of the campus community are able to join in partnership with our Campus Police to ensure justice, fairness, and community collaboration are ingrained in the work of law enforcement on campus.

Respectfully submitted,



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

7/14/2023

Date



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

Search Charge Meeting Agenda

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



EASTERN CONNECTICUT STATE UNIVERSITY

Office of Equity & Diversity

Search Committee Guidelines

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

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

Search Committee Composition

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

Search Committee Ethical Considerations

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

Search Committee Members Responsibilities

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

Confidentiality

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

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

Recruitment

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

Evaluation of Applicants

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

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

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

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

Interview Questions

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

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

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

Interviews

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

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

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

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

Recommendation of Final Candidates

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

Documentation Required

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

Understanding and Managing Inherent/Implicit Bias

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

Bias is an inclination or prejudice for or against one person or group. Unconscious bias are feelings we have towards other people or groups of people that we may be unaware of. Feelings about gender and stereotypes we've all developed throughout our lives can unintentionally creep into a search process. How we were brought up; where we were brought up; how we've been socialized; our experiences; our exposure to other social identities and social groups; who our friends are; and media influences all affect how we think and feel about certain types of people or feelings towards men and women.

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

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

Implicit biases can include:

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

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

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

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

Good practices to counterbalance the effects of inherent bias include:

- Learning about research on bias and assumptions and striving to minimize their influences on the evaluation of candidates.
- Developing criteria based on position qualification directly from the job announcement for evaluating candidates and applying them consistently to all applicants
- Spending sufficient time evaluating each resume/application package thoroughly.
- Evaluating each candidate's entire application package and not depending too heavily on only one element, such as the prestige of the degree-granting institution or post-doctoral program or the letter of recommendation.
- Explaining the decision for rejecting or retaining a candidate based on evidence in the candidate's submitted paperwork as it relates to the position qualifications.
- Be able to defend every decision of eliminating or advancing a candidate.
- Periodically evaluating the search committee's decision to consider whether evaluation bias and assumptions are influencing any decisions throughout the search process.
- All search committee members should discuss the objective(s) of the interview, the main topics or areas to be covered during the interview, the arrangements, and the interview appointment time for each candidate. Please allow ample time to conduct the interview and time between interviews.
- All search committee members should develop a core set of questions for all applicants that will produce sufficient information to make an evaluation of the candidate's qualifications and allow equitable comparison of the candidates' expertise and skills in the line of work or discipline.
- Interview questions must be related to the job and essential job functions to determine the candidate's qualifications, knowledge, skills and abilities for the position.
- All search committee members should participate in all interviews to ensure fair and consistent evaluation of each applicant selected for interviews.
- The interview experience should be consistent and must provide the same opportunities as the other candidates

- Everyone participating in the interview process must stay away from making comments or any statements that could be interpreted as less formal, inappropriate or unlawful. Keeping the interview process formalized and consistent is the best practice to avoid anything that could be considered uncomfortable, illegal or inappropriate. Trying to make the candidate relaxed and at ease is always the best way to begin the interview process because it can be an intimidating experience for them. Starting by introducing the search committee members, explanation of the department that the position is in and the core job responsibilities can start the process positively.
- Document the information provided by the candidate being interviewed and not your opinions, feelings or statements about the person.
- Make sure all notes to evaluate applicants or their interview are objective and not subjective; and are maintained and given to the Search Chair to keep in the search folder.

Thanks for serving on our Search Committee!



EASTERN CONNECTICUT STATE UNIVERSITY

Office of Equity & Diversity

UNCLASSIFIED SEARCH PROCEDURES CHECKLIST

PHASE 1: INITIATING THE SEARCH PROCESS	
CHECK	TASK
	Dean/Director and divisional vice president determine a need to fill a position
	(*) Dean/Director completes Position Action Request Form and submits to the Office of Human Resources POSITION ACTION FORM CAN BE FOUND AT: Position Action Form
	In consultation with divisional vice president Dean/Director identifies a search committee chair
	In consultation with divisional vice president dean/director assembles a search committee of diverse (gender, racial, expertise, etc.) composition
	Dean/Director and search committee chair develop job posting announcement (based on position description) PD/announcement should include a statement that application materials received by a specified date will receive highest consideration. SAMPLE ADVERTISEMENT CAN BE FOUND AT: Sample Job Posting Advertisement
	(**) Dean/Director and search chair must determine where prospective candidates will submit their application materials (this person will also send correspondence/email acknowledging receipt of materials and issue Affirmative Action demographic link). SAMPLE CORRESPONDENCES CAN BE FOUND AT: Sample Correspondences With Candidates
	(**) Dean/Director and search committee chair must determine where position will be advertised with at least one diverse recruitment site used (locations of advertisement must be indicated on search plan). DIVERSITY RECRUITMENT RESOURCES CAN BE FOUND AT Diversity Recruitment Resources
	(*) Dean/Director and search committee chair completes search plan form and attaches necessary documentation (search committee list, PD/announcement, advertising locations, search timeline, copy of EHR-2, etc.). SEARCH PLAN CAN BE FOUND AT: Search Plan Form Template
	Search plan goes through signature approval process and gets submitted to the Office of Equity & Diversity
	Dean/Director and search committee chair are notified of the search plan approval (or denial) and will receive a copy from the Office of Equity & Diversity
	Office of Equity & Diversity will submit approved search plan to HR Administrator for job posting (many positions are initially posted internally for 10 days via unions) and Office of E&D will create Sharepoint and provide Affirmative Action data collection link

PHASE 2: PRELIMINARY WORK OF SEARCH COMMITTEE	
CHECK	TASK
	VP for Equity & Diversity should be invited to the first meeting of the search committee to provide instructions, anti-bias training, and answer questions.
	Search committee should be provided with position description and announcement as well as link to search Sharepoint .
	Search committee should collaborate on the development of a rubric to have an equitable method to evaluate application materials (to include an agreed upon rating scale). SAMPLE RUBRIC CAN BE FOUND AT: Sample Rubric Template
	Search Chair should submit the evaluation rubric to the Office of Equity & Diversity for review and approval.
	Upon approval of the rubric, search committee members can begin, individually evaluating application materials that have been posted to Sharepoint .
	Search committee will reconvene to share individual candidate scores and determine the average score for each candidate. Scores will be used to determine interview invites.
	If committee decides to have more than one round of interviews, first round of interviews (which are typically virtual) can be scheduled and conducted without prior E&D approval.
	The search committee determines the number of rounds of interviews for the search and should collaborate on the development of scripted interview questions for both first and second round of interviews (if two rounds are being held).
PHASE 3: FINAL ROUND INTERVIEW OF CANDIDATES	
CHECK	TASK
	The list of scripted interview questions should be submitted to the Office of Equity & Diversity for approval. SAMPLE QUESTIONS CAN BE FOUND AT: Sample Interview Questions
	List of candidates being invited for a final interview along with a brief statement of rationale for each candidate should be submitted to the Office of Equity & Diversity.
	Upon gaining approval of candidates and interview questions, search chair (or designee) contacts candidates and schedules their in-person interview accordingly.
	For interviews (regardless of virtually or in-person), search chair determines schedule of meetings candidates will follow (each candidate schedule must be consistent/identical – i.e. opportunity to meet with the same people).
	After all interviews are concluded, search committee members should individually put candidates in rank order based on interview performance.
	Interview rank scores should be averaged (between all committee members) and committee members should agree upon who will be recommended as hireable
PHASE 4: FINAL STEPS	
CHECK	TASKS
	In consultation with hiring manager, search committee should collaborate and/or agree on questions that will be asked of references. SAMPLE REFERENCE QUESTIONS CAN BE FOUND AT: Sample Reference Questions
	Search chair and hiring manager should determine who will conduct reference checks and conduct them for the candidates recommended as hireable (notes should be taken for each reference).
	(*) Search chair compiles search report and submits to hiring manager for signature and processing. Search report must include candidate demographic breakdown and disposition list (with rationale) of candidates not recommended as hireable. SEARCH REPORT CAN BE FOUND AT: Search Report Template Form

	(*) Once search report is fully approved, respective VP must submit a "Request to Hire/Salary Analysis" form (along with selected candidate resume or application) to Human Resources. REQUEST TO HIRE FORM CAN BE FOUND AT: Request to Hire/Salary Analysis Form
	Once "Request to Hire" is approved, VP will authorize hiring manager or Dean to proceed with making tentative offer (which is contingent on successful background check) to candidate and collaboratively determine a potential start date.
	(*) Once tentative offer is accepted, background checks, proposed start date, and other personnel logistics should be coordinated with the Office of Human Resources. BACKGROUND CONSENT FORM CAN BE FOUND AT: Background Check Authorization Form
	(**) The hiring manager (or designee) should send an email or mailed correspondence to candidates who were not selected informing them of their non-selection. SAMPLE CORRESPONDENCES CAN BE FOUND: Sample Correspondences to Candidates
	The Office of Human Resources will advise the Office of Equity & Diversity related to the hired candidate and their pending start date.

OTHER NOTES

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



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

CLASSIFIED SEARCH PROCEDURES CHECKLIST

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

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



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

AFFIRMATIVE ACTION SEARCH PLAN

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

SECTION 1: POSITION/SEARCH CLASSIFICATION

Position Title: _____

Hiring Department: _____

UNCLASSIFIED POSITION

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

CLASSIFIED POSITION

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

SECTION 2: SEARCH TYPE:

New Position Vacancy/Refill Previous Incumbent: _____

SECTION 3: SEARCH COMMITTEE COMPOSITION:

CLERICAL/SEARCH ASSISTANT (if applicable):

NAME	DEPARTMENT	PHONE #	EMAIL

SEARCH CHAIRPERSON:

NAME	DEPARTMENT	GENDER	RACE/ETHNICITY
			Race Ethnicity

SEARCH COMMITTEE MEMBERS:

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

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



EASTERN CONNECTICUT STATE UNIVERSITY
Office of Equity & Diversity

AFFIRMATIVE ACTION SEARCH REPORT

SECTION 1: POSITION/SEARCH CLASSIFICATION:

Position Title _____

Hiring Department _____

UNCLASSIFIED POSITION

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

CLASSIFIED POSITION

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

Position Rank _____ Anticipated Offer/Hire Date _____

SECTION 2: RECOMMENDED CANDIDATES

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

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

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

SECTION 3: TOTAL APPLICANT POOL DEMOGRAPHICS

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

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

SECTION 4: RECRUITMENT/ADVERTISEMENT SOURCES

(other than Eastern, BOR or DAS webpage)

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

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

SECTION 5: NON-RECOMMENDED CANDIDATE DISPOSITIONS

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

DISPOSITION CODES:

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

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

SECTION 6: ITEMS TO INCLUDE WITH SEARCH REPORT

- 1 Resumes/Applications of recommended candidates
- 2 Copies of filled-in application evaluation rubrics (from each committee member)
- 3 List of interview questions (blank)
4. Copy of interview scoring rubric (blank, if used)
- 5 Sample copy of correspondences sent to candidates (i.e. receipt acknowledgement of application materials/demographic data collection, interview invite/confirmation, notification of non-selection, etc)

SECTION 7: SEARCH REPORT APPROVALS

Acknowledgement of the Search Chair As search chair, I affirm that this search was conducted in a fair, equitable, unbiased manner and that confidentiality was maintained as prescribed by University policy and affirmative action guidelines. I also affirm that the information contained within this report is true and correct to the best of my knowledge.

Search Chair Name (Print) _____ Search Chair Signature _____ Date _____

Report Approved _____ Report Returned _____

Dean/Director _____ Date _____

Comments _____

Report Approved _____ Report Returned _____

Division Vice President/CIO _____ Date _____

Comments: _____

Report Approved _____ Report Returned _____

Vice President for Equity & Diversity _____ Date _____

Comments _____

Report Approved _____ Report Returned _____

President _____ Date _____

Comments _____



EASTERN CONNECTICUT STATE UNIVERSITY

A Liberal Education. Practically Applied.

**President's Council Meeting
Monday, September 12, 2022
9:00 – 10:30 AM**

AGENDA

- | | | |
|----|--|-------------------------|
| 1. | Introductions | All |
| 2. | Fall Semester: Reopening
'Administratively Admft': Assignment | E. Núñez |
| 3. | Budget: Update | J. Howarth |
| 4. | Office of Student Affairs: Update | M. Delaney
K. Wilmot |
| 5. | Office of Equity & Diversity:
TNG Audit Report | L. Coleman |

Please Note: Meeting will be held in the Connecticut Room. Coffee and pastry will be available in the room before and during the meeting.

Next meeting: Sept. 26th 9:00 am – 10:30 am

Meeting Series:

09/26/2022	11/07/2022
10/10/2022	11/28/2022
10/24/2022	12/12/2022



EASTERN CONNECTICUT STATE UNIVERSITY

A Liberal Education. Practically Applied.

**President's Council Meeting
Monday, December 12, 2022
9:00 – 10:30 AM
Connecticut Room**

AGENDA

- | | | |
|----|--|------------|
| 1. | System Office: Update | E. Núñez |
| 2. | Budget: Update | J. Howarth |
| 3. | Search Process: Considerations | L. Coleman |
| 4. | Communication Presentation:
"Best Practices in Pandemic Crisis Communication" | A. Irwin |

Coffee and a continental breakfast will be available in the CT Room before and during the meeting

Spring Semester Meeting Schedule:

January 30th
February 13th
February 27th
March 27th
April 10th
April 24th
May 8th

All meetings will be from 9-10:30 am in the Connecticut Room

University Meeting

Friday, January 13, 2023

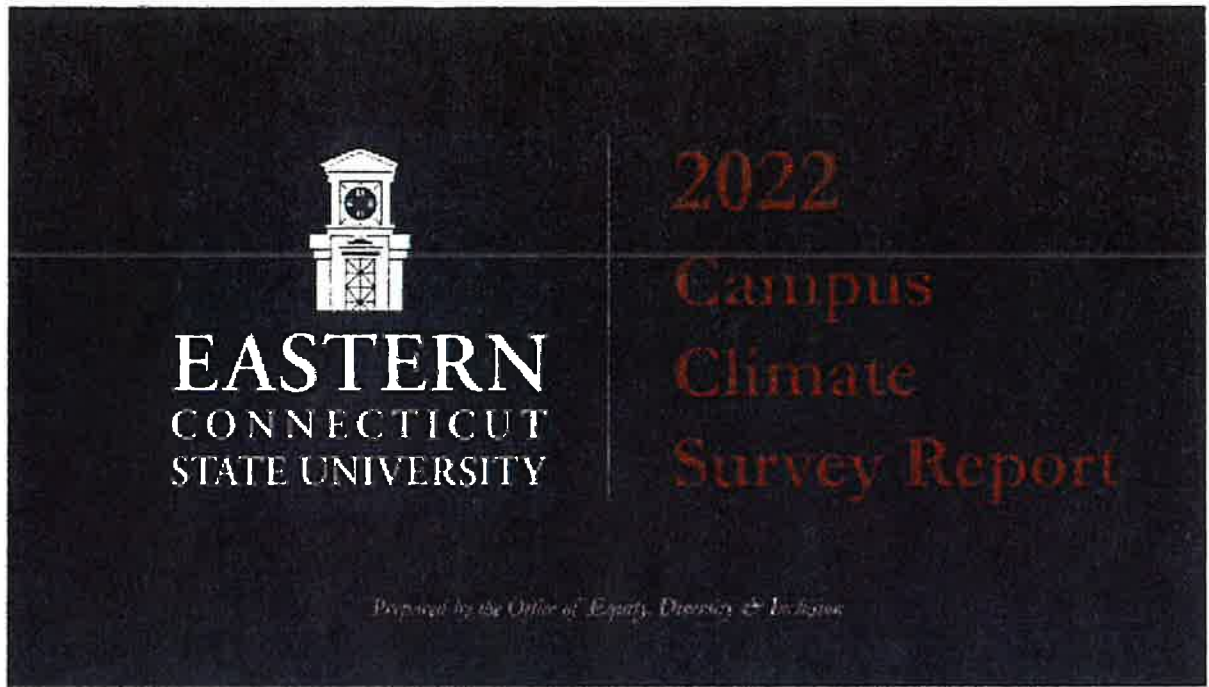
1:00 p.m.

Betty Tipton Room

AGENDA

Call to Order	William Salka
Recognition <i>Service Awards, Retirements</i>	Sofia Bonilla
Remarks from the President of the University Senate	Steven Ferruci
Remarks from the President	President Elsa Núñez
Diversity, Equity & Inclusion Campus Climate Studies	President Elsa Núñez LaMar Coleman Joshua Sumrell
Announcements	William M. Salka

The meeting will be followed by a reception in the Student Center Cafe



1

Background & Objective

- **Climate** is defined as the 'current attitudes, behaviors, standards and practices of employees and students of an institution'. (Rabin & Associates, 2017)
- **Campus climate** is a measure of the real and perceived quality of interpersonal, academic, and professional interactions on a campus. (University of California State Center on Diversity, 2006)
- Without data and a comprehensive, sustained assessment, the source and significance of individual perceptions and anecdotes regarding climate cannot be quantified nor understood. (University of California State Group on Diversity, 2006)




EASTERN CONNECTICUT STATE UNIVERSITY

2

Assessing Climate



Climate & Students

- Campus environment directly influences both learning & developmental outcomes of students
- Students excel in healthy educational environments, free of discrimination, where inclusion and respect for equity and diversity is valued
- Ensuring a diverse student body and faculty can enhance learning outcomes for students.

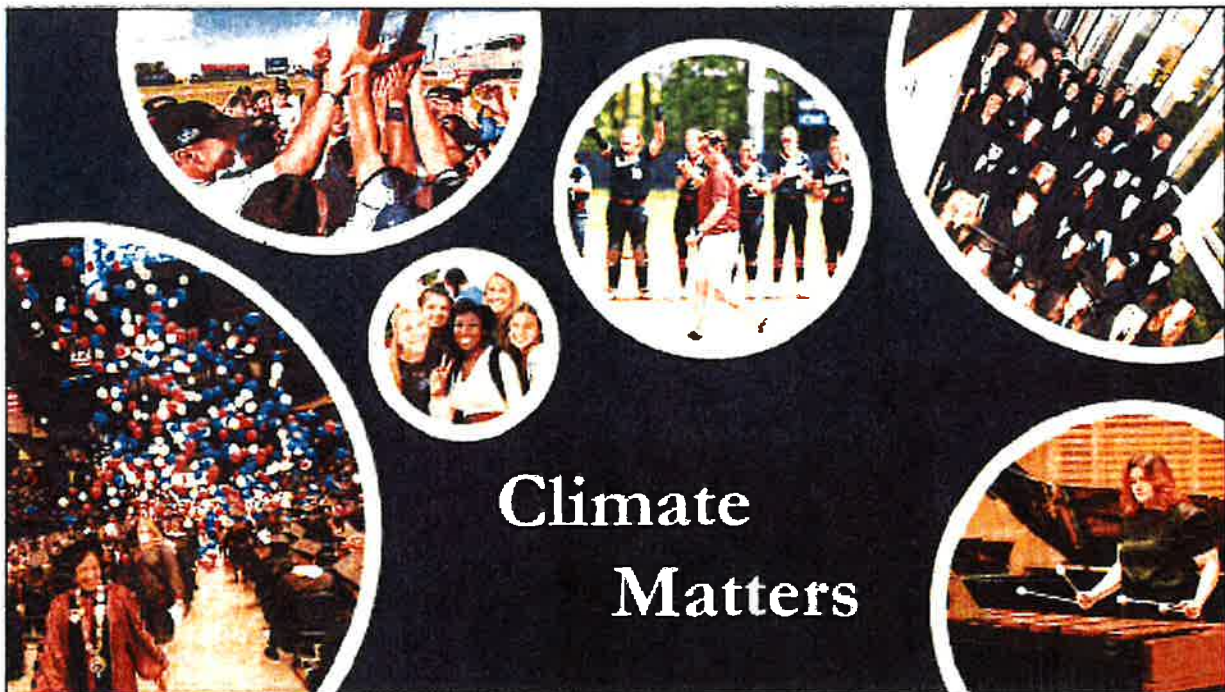
Climate & Faculty/Staff

- Campus climate impacts professional and personal development of staff.
- Staff are more likely to feel personally and professionally supported when they consider their campus climate healthy and inclusive.
- There is a direct relationship between workplace discrimination and negative job/career attitude.

Why Climate is Important?

- Measuring campus climate gives an insight on the perspectives, attitudes and the genuine lived experiences of the ECSU community.
- Ensuring the climate is safe, healthy, and welcoming results in positive educational experiences and an overall feeling of being valued and appreciated.
- By continuing to launch initiatives to improve these aspects, Eastern strives to foster a climate which values academic excellence, engagement, inclusion, integrity, empowerment and social responsibility.

3

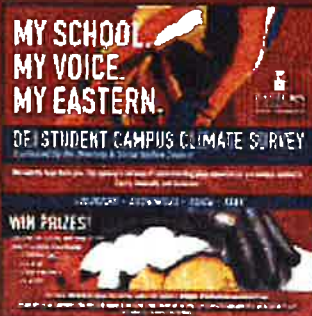


Climate Matters

4

Methodology

- Voluntary, anonymous online survey created by Eastern's **Diversity & Social Justice Council** administered using Qualtrics Software.
- Adapted from Diversity & Social Justice Council's 2014 Campus Climate Survey.
- Two separate surveys which topically focused on measuring the current climate related to diversity, equity and inclusion relative to students and faculty & staff.



“My School, My Voice, My ECSU: DEI Student Campus Climate Survey”

- Administered to **3616** students
- Open from **April 11th to May 6th, 2022**
- 14 questions, estimated 15-20 minutes to complete
- Incentives offered

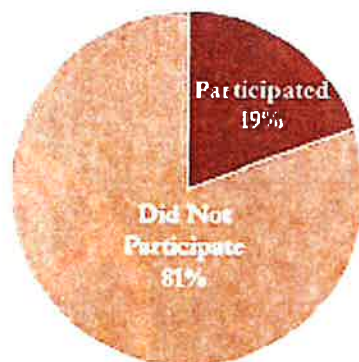
“Being Seen, Being Heard. Faculty & Staff Campus Climate Survey”

- Administered to **976** faculty and staff
- Open from **April 25th to May 13th, 2022**
- 30 Questions

5

Total Campus Participation: Sample Size

Faculty, Staff & Students yielded equal sample sizes at 19%.



Of the **976 Faculty & Staff** at Eastern, **188** participated.

Of the **3616 Students** at Eastern, **688** participated.



EASTERN CONNECTICUT STATE UNIVERSITY

6



EASTERN CONNECTICUT STATE UNIVERSITY

Campus Climate Survey: Faculty & Staff Results

7

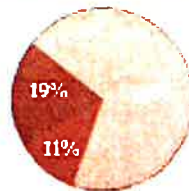
Demographic of Faculty & Staff Sample Size (N=188) Q1-Q3

Majority identified as **White/Caucasian (70%)**, mostly **40 and older (79%)**, with the largest participation representing the **50-59 age group (34%)**.

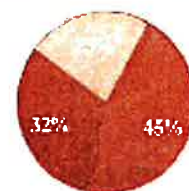
Employee Type	
Faculty	55%
Staff	45%
Did not identify	15%



Racial Background (N=171)	
Unsure/No Answer	11%
BPOC	19%
White/ Caucasian	70%



Age	
< 40	23%
40 - 59	45%
60 +	32%



8

Demographics: (N=188)



93% identified as US Citizen/
Permanent Resident



86% identified as not having a disability that affects learning, working or living conditions



90% identified as Cisgendered



74% identified as Straight



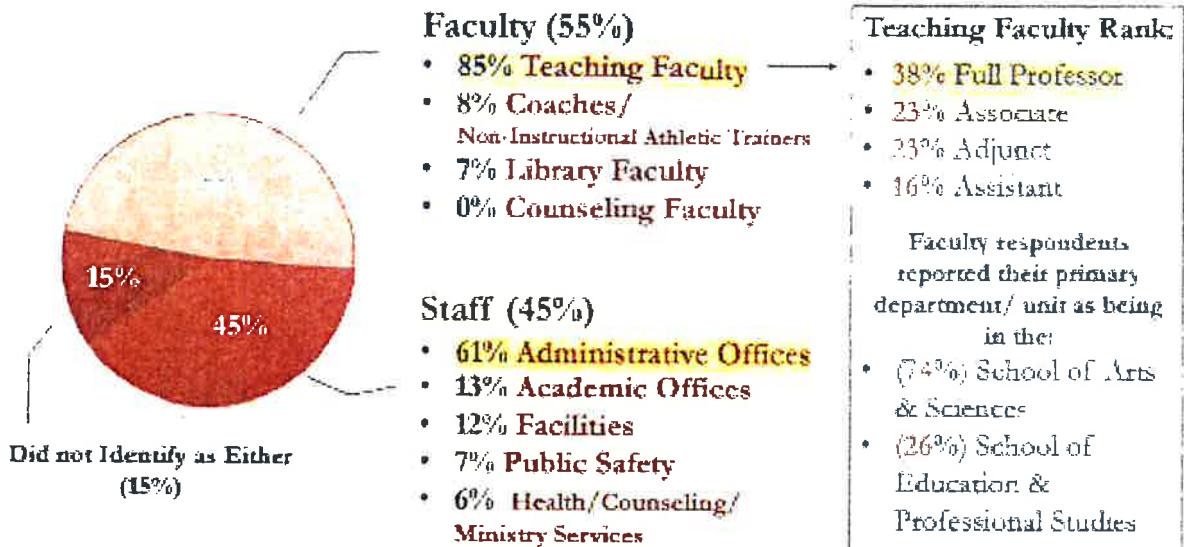
89% identified as Non-Veteran



EASTERN CONNECTICUT STATE UNIVERSITY

9

Results: Faculty & Staff Makeup



10

Faculty Survey Topics

Harassment

Discrimination

Accessibility

Diversity, Equity and Inclusion

Sexual Violence

Workload & Work Environment



EASTERN CONNECTICUT STATE UNIVERSITY

11

Results: Workload/ Work Environment (Q13-Q17)

Q13: To what extent do you agree with the following statements?	Agree/ Strongly Agree	Neutral	Disagree/ Strongly Disagree
Overall, I am satisfied with my work environment.	70%	13%	17%
I would recommend working at Eastern to a close friend.	62%	18%	20%
I feel I belong at EASTERN.	69%	24%	7%
I have considered leaving Eastern because of the salary and benefits.	30%	13%	57%
I have considered leaving Eastern because of the overall work environment.	37%	14%	49%

Overall, Faculty & Staff overwhelmingly report feeling accepted (87%) & valued (76%) by students & accepted (78%) & valued (72%) by peer faculty staff.

Comments to Q13: (N=34)

Negative (12/34)

"I do not feel that the administration values faculty & staff at all. We are asked to do more and pay more with increasingly less."

Neutral (8/34)

"Faculty & staff covers a wide range of people. My work is valued by some more than others."

Positive (14/34)

"I love the people I work with (students & faculty/staff). We are well compensated and have excellent benefits."

12

Results: Workload/ Work Environment Q13-Q17

Q14: To what extent do you agree with: "The administration..."	Somewhat / Strongly Agree	Neither	Somewhat / Strongly Disagree
...is genuinely concerned about my welfare.	36%	25%	39%
...respects what faculty and staff think.	37%	24%	39%
...regularly speaks about the value of diversity.	69%	17%	14%
...demonstrates leadership that fosters diversity, equity, and inclusion of all faculty and staff.	55%	15%	30%

Comments to Q14: (N=30)

Negative (22/30)

- 11 out of 22 comments brought up concerns about administrative words speaking louder than actions.
- Staff not feeling respected because not a 'faculty member'
- Unfair decisions to promote
- Not having diverse administration

Neutral (3/30)

"I feel the respect by administration depends on which division you are at. Not all areas are treated the same by the individual leadership."

Positive (5/30)

"The administration has taken concrete steps to make diversity a priority, which I respect and appreciate."

13

Results: Workload/ Work Environment Q15-Q17

Q15: To what extent do you agree with ...	Somewhat / Strongly Agree	Neither	Somewhat / Strongly Disagree
Eastern is a welcoming environment for faculty and staff.	71%	15%	14%
Eastern's campus is clean and well maintained.	93%	2%	5%
Overall, the needs of the employees (faculty & staff) are addressed by the University.	43%	25%	32%
Faculty and staff treat each-other with respect when services are requested.	77%	9%	14%
Supervisors, directors & administrators lead by example.	47%	27%	26%
Overall, the President, VP's & Deans, & other leadership staff...			
...are genuinely concerned about my well-being.	41%	26%	33%
...treat employees fairly.	46%	23%	31%
...support and participate in shared governance.	47%	27%	26%

Comments to Q15: (N=32)

Negative Themes (17/32)

- "I don't think it affects the governance."
- "I don't think it affects the governance."
- "I don't think it affects the governance."
- "I don't think it affects the governance."
- "I don't think it affects the governance."
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- "I don't think it affects the governance."
- "I don't think it affects the governance."
- "I don't think it affects the governance."
- "I don't think it affects the governance."

Neutral (7/32)

"I don't think it affects the governance."

Positive (13/32)

"The leadership staff are great."

14

Results: Workload/ Work Environment (Q13-Q17)

Q16: In the past 12 months, have you experienced **work-related mental fatigue, anxiety &/or overwhelming stress** due to the nature of your work or the Eastern workplace as a whole?

70% indicated YES

Q16A: Those responding YES chose the most frequent indicator: **"10 times or more"** when asked how often they felt this way over the past 12 months. **(51%)**

Q17: In the past 12 months, have you experienced **physical fatigue or sickness** due to the nature of your work or the Eastern workplace as a whole?

48% indicated YES

Q17A: Those responding YES indicated their work-related physical fatigue or sickness frequency to be **"4-6 times"** (23%), **"7-9 times"** (14%) or **"10 times or more"** (34%) over the past 12 months, within a semester.

15

Results: Discrimination (Q18-Q18D)

Q18: In general, over the past 12 months, have you experienced or witnessed any **discrimination at EASTERN?**

21% indicated YES

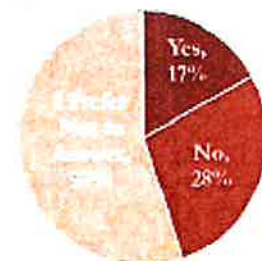
22% indicated **Unsure**

57% indicated NO

Q18A: The form of **discrimination** experienced or witnessed ranked in the following order:

- **Race** (20%)
- **Sexual Identity** (16%)
- **Ability/Disability** (11%)
- **Age** (10%)

Q18C: Did you report the discriminatory behavior experienced or witnessed?



Q18D: 20% of respondents expressed being satisfied with administration's handling of the discriminatory behavior. **60% reported NO**

16

Results: Harassment (Q19-Q19D)

Q19: In general, over the past 12 months, have you experienced or witness any harassment at EASTERN?

14%
indicated YES

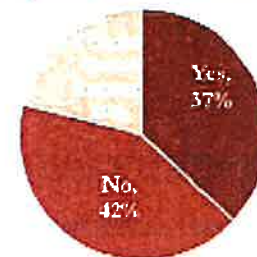
12%
indicated Unsure

74%
indicated NO

Q19A: The form of harassment experienced or witnessed ranked in the following order:

- Verbal (27%)
- Psychological (20%)
- Power (20%)
- Retaliation (10%)

Q19C: Did you report the harassment behavior experienced or witnessed?



Q19D: 14% of respondents expressed being satisfied with administrative handling of the incident of harassment
57% reported NO

17

Results: Accessibility (Q20-Q21)

Q20: To what extent do you agree with the following statement? <i>"I can easily access..."</i>	Somewhat/Strongly Agree	Neither Agree or Disagree	Somewhat/Strongly Disagree
Campus Administrative Offices	79%	14%	7%
Campus Web Sites	89%	5%	6%
Classrooms	80%	17%	3%
Campus Buildings	90%	6%	4%
Campus Dining Facilities	79%	19%	2%
Campus Sidewalks	97%	2%	1%
Campus Transportation Services	56%	43%	1%
My Workspace	95%	2%	3%
The Disability Resources I Need	34%	65%	1%

Q20:

- Large majority indicated they can easily access all areas of campus except for "Disability Resources I Need". Similar result can be seen for "Campus Transportation Services."

Q21: Comments (K-12)

- Seven comments indicated that statements in Q20 did not pertain to the respondent or that a "Not Applicable" option should be available.

"I feel able-bodied, so don't feel this really applies to me."

"I have no physical impairment that would prevent my easy access to any of the facilities or buildings."

"I have been told that access for physical disabilities is problematic. You name it, someone does not walk right. This is not my issue, but I tell students I would appreciate it."

18

Results: Diversity, Equity and Inclusion (DEI) on Campus Q23-Q26

Faculty & staff reported they somewhat agree/strongly agree that Eastern has a culturally diverse student population (83%), faculty population (75%) & upper administration (52%).

- 71% agree that Eastern demonstrates a strong commitment to DEI.
- 53% see policies and procedures at Eastern as equitable across gender and race.

Q23: During the past 12 months, how often have you...

interacted with people of different...	Often Very Often	Sometimes	Seldom Never
religious beliefs	50%	37%	13%
political opinions	34%	44%	22%
social class	67%	25%	8%
race or ethnicity	79%	18%	3%
gender	89%	10%	1%
sexual orientation or gender identity and expression	67%	24%	9%

interacted with people who...	Often Very Often	Sometimes	Seldom Never
are immigrants	52%	33%	15%
have physical disabilities	42%	34%	24%
have learning, psychological or other disabilities	49%	33%	18%

19

Results: Sexual Violence Q24-Q26

Q24: Have you ever experienced or witnessed sexual violence at Eastern?

Of 135 respondents, 3 indicated they have experienced or witnessed sexual violence at Eastern (2%)

5/135 Preferred Not to Answer (4%)

127/135 No (94%)

Q24A: Did you report the act of sexual violence to your supervisor or administrator?

2 of 3 reported the incident of sexual violence to administration (67%)

1/3 Preferred Not to Answer (33%)

Q24B: Were you satisfied with your supervisor's/administrator's response to the incident?

Of 2 reports:

1/2 was satisfied with the administrative response (50%)

1/2 Unsure; A resolve was not communicated to me (50%)

20

Q25: Results pertaining to **YOUR** (participants) response to Sexual Violence:

93%

indicated that they know their roles in reporting sexual violence

Overall, faculty & staff are educated on Eastern's procedure to address sexual violence complaints (89%), where to get help in the event of a sexual violence incident (88%), as well as where to send a student or colleague for resources related to sexual violence (90%).

Q26: Results pertaining to participants thoughts on **EASTERN'S** response to Sexual Violence.

95% agree Eastern has sexual violence policies & procedures in place.

84% agree Eastern would administer the formal procedures to address complaints.

72% agree Eastern would support the person who made the report.

65% agree Eastern would take corrective action to address factors which may have led to the incident of sexual violence.

65% agree Eastern would take steps to protect the person making the report from retaliation.

Results: Faculty Opinions Specific to Department/Unit Q27-Q28

Q27: "I am valued in my department/unit and by the University for my..."

- Teaching (71%)
- Mentoring of students (59%)
- Service Contributions (56%)
- Creative Activity (48%)
- Mentoring & collaborating with other faculty (48%)
- Professional Activities (45%)

Q28: Indicate your level of agreement with the following statements specific to department or unit...	Strongly Agree/ Agree	Neither	Disagree/ Strongly Disagree
I have a voice in the decision-making that affects the direction of my department.	61%	15%	24%
The teaching workload is fairly and equitably distributed.	53%	23%	24%
There are fair and equitable expectations regarding research & creative activities.	59%	21%	20%
There are fair and equitable expectations regarding service.	63%	16%	21%
Rewards for work performance are fairly and equitably distributed.	39%	32%	29%
Support is provided fairly and equitably	61%	22%	17%

Results: Staff Opinions Specific to Department/Unit Q29-Q30

Q29: "I am valued in my department/unit and by the University for my..."	Q30: Indicate your level of agreement with the following statements specific to department or unit...	Strongly Agree	Neither	Disagree/Strongly Disagree
		Agree		
<ul style="list-style-type: none"> ▪ Service Contributions (64%) ▪ Professional Activities (63%) ▪ Mentoring of students (55%) ▪ Mentoring & collaborating with other faculty (55%) 	My ideas are seriously considered.	75%	10%	13%
	I have a voice in the decision-making that affects my work	66%	14%	20%
	The workload is fairly and equitably distributed	52%	10%	38%
	Rewards for work performance are fairly and equitably distributed	40%	26%	34%
	Support is provided fairly and equitably.	57%	17%	26%
	I have access to the resources to do my work effectively.	64%	15%	21%
	Support and resources are provided for additional training to remain current and do my job better.	65%	19%	16%

23

Overall Recommendations and Key Findings (Faculty and Staff)

1. Eastern may want to consider ways to increase sample size of Faculty and Staff for future climate studies.
2. Eastern might consider following up this survey with focus groups to better identify the experiences of faculty & staff who identify as BIPOC, LGBTQ+, gender non-conforming, persons with disabilities or impairments, etc. These populations were underrepresented as most respondents identified as non-minority.
3. Eastern might consider ways to address the high level of fatigue, stress, anxiety and sickness reported by faculty and staff respondents due to workplace conditions/campus climate.
4. Eastern might consider creating a new committee or enlist a committee already in place to work on the climate issues raised in the survey (staff workload and working conditions, communication, faculty input, and other shared governance concerns, etc.) and in doing so can bring back shared governance.
 - Shared governance – results and numerous comments made demonstrate faculty and staff shared concern related to leadership not supporting faculty in this.
5. Eastern might consider ways to educate or ensure clarity in regard to discrimination and harassment concerns on campus. these questions resulted in high percentages of “ unsure” answers when asked if ever experienced or witnessed.
6. Eastern might consider ways to address adjunct staff/faculty concerns. Many comments made expressed adjunct staff feeling unsupported and often times marginalized.

24



EASTERN CONNECTICUT STATE UNIVERSITY

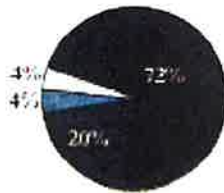
Campus Climate Survey: Student Results

25

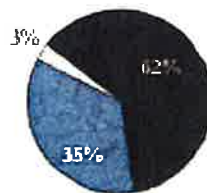
Demographic of Student Sample Size (N=688) (Q1-Q9)

Majority of student respondents identified predominantly as **Female (72%)**, **White/Caucasian (62%)** between the ages of **18-23 (91%)**

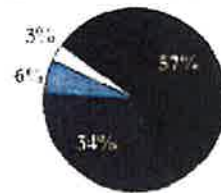
Gender Identity	
Female	72%
Male	20%
Non-Binary	4%
Trans/Spectrum/Other	4%



Race	
Did not Identify	3%
BIPOC	35%
White/Caucasian	62%



Age	
17-20	57%
21-23	34%
24-39	6%
40+	3%

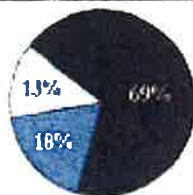


26

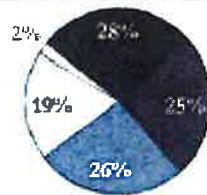
Demographics:

- Additionally, majority of respondents identified as **Heterosexual (72%)** who's living accommodations was **On-Campus (69%)**
- **73%** identified as **not needing academic accommodations**
- Class Standing depicted relatively **even representation**

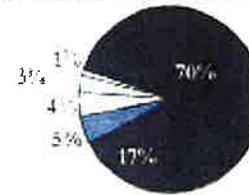
Living Accommodations	
On-Campus	69%
Off-Campus	18%
With Parents	13%



Class Standing	
First Year	15%
Sophomore	20%
Junior	25%
Senior	26%
Graduate	2%



Sexual Orientation	
Heterosexual/Straight	70%
Bisexual	17%
Gay or Lesbian	5%
Queer	4%
Questioning	3%
Other	1%



27

Student Survey Topics

Diversity, Equity and Inclusion

Involvement on Campus

Discrimination

Sexual Harassment



EASTERN CONNECTICUT STATE UNIVERSITY

28

Results: Diversity, Equity & Inclusion (DEI) on Campus

Q10: Considering your experience over the past 12 months, please indicate your level of agreement with the following statements:	Agree/ Strongly Agree	Neutral	Disagree/ Strongly Disagree
Eastern demonstrates a strong sense of commitment to equity, diversity, and inclusion.	77%	16%	7%
Eastern has a diverse student body.	70%	17%	13%
Eastern's faculty is diverse.	63%	17%	20%
At Eastern, I am treated with respect and like I belong.	80%	16%	4%
Eastern provides sufficient programs/resources to foster the success of a diverse student body.	71%	21%	8%
Eastern is a place where I am able to perform up to my full potential.	72%	19%	9%
I have considered leaving Eastern because I felt isolated and unwelcome.	22%	13%	65%
I have changed or considered changing my major because I felt isolated and unwelcomed.	14%	14%	72%
My experience at Eastern has had a positive influence on my academic growth.	71%	21%	8%
My academic department at Eastern is racially diverse.	54%	24%	22%

29

Results: DEI on Campus

Q11: Considering your experience over the past 12 months, please indicate your level of agreement with the following statements:	Agree/ Strongly Agree	Neutral	Disagree/ Strongly Disagree
Eastern adequately sponsors targeted programming designed to... foster an appreciation for diversity and diverse perspective.	79%	17%	4%
... address the unique needs of minority students.	61%	24%	15%
... address the unique needs of students whose sexual orientation and/or gender identity/expression may differ from mine.	69%	23%	8%
... address the unique needs of students with diverse abilities.	65%	22%	13%

Comments to Q11: (N = 50) Positive (6/50) Neutral (6/50) Negative (24/50)

Positive Themes	Negative Themes
<ul style="list-style-type: none"> Large focus on diversity & inclusion campuswide Students identifying as Allies Connecting with students at DEI events Promotion of DEI events evident (flyers, Instagram) Cultural clubs offer "safe spaces" & open to all Programs to address needs of diverse students Unity Wing - offers support to diverse perspectives 	<ul style="list-style-type: none"> Diversity efforts as a facade Removing major mandate directly affected the immunocompromised students Faculty not respecting students' pronouns Lack of diversity among staff/faculty Undocumented students still facing challenges ADA door entries not functioning across campus

30

Results: Involvement on Campus

Q12: Considering your experience over the last 12 months, have you attended any events sponsored by the following entities: (N=1169)

15%

- Did NOT attend listed clubs

10%

- Women's Center

7%

- Pride Center

6%

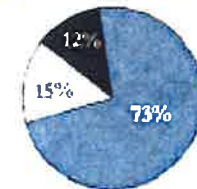
- Black Student Union (6%)
- Office of Equity & Diversity (6%)

5%

- E.O. M.A.L.E.S. (5%)
- Intercultural Center (IC) (5%)
- School of Arts & Science of Eastern University

Q12.1: Do you believe the academic departments, clubs and organizations and university, as a whole, do a good job promoting diversity-related events?

YES (15%) Unsure (15%) NO (12%)



31

Results: Discrimination (Q13-Q15)

26% of students indicated **YES**, they have either experienced or witnessed discrimination on campus. **74%** reported **NO**.

Source

- Students (51%) were the primary source of *discrimination*.
- Faculty followed at 17%

Form

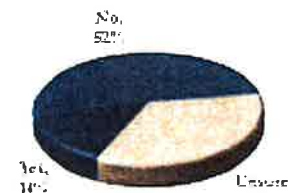
- Race/Ethnicity (42%)
- Gender (26%)
- Disability (11%)
- Other (10%) - common form: sexuality

Settings

- Classrooms (27%)
- Resident Halls (19%)
- Student Center (17%)

82% Reported witnessing discrimination on campus at least once or twice per semester.

Do you believe that Eastern *adequately responds* to issues of *discrimination*?



32

Results: Sexual Harassment (Q14.1-Q14.6)

22% of students indicated **YES**, they have either **experienced or witnessed sexual harassment** on campus. **78%** reported **NO**.

Source

- **Students (81%)** were the primary source of **sexual harassment**.
- Campus Visitor followed at 7%.

Form

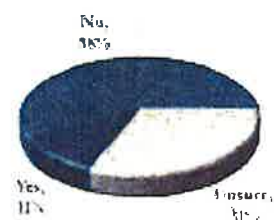
- **Verbal Harassment (25%)**
- **Inappropriate Touch (22%)**
- **Physical Acts of Sexual Assault (17%)**

Location

- **Residence Halls (56%)**
- **Other (31%)** specifically outside on campus or off campus (N=16/71)

79% Reported witnessing **sexual harassment** at least once or twice per semester within an academic year.

Do you believe that Eastern **adequately responds to issues of harassment?**



33

Overall Recommendations and Key Findings (Students)

1. Eastern might consider **ways to increase sample size** of Students for future climate studies.
2. Eastern might consider **following up this survey with focus groups** to better identify the experiences of students who identify as Male, BIPOC, LGBTQ+, gender non-conforming, persons with disabilities or impairments or needing academic accommodations, etc. **These populations were underrepresented as most respondents identified as non-minority.**
3. Eastern might consider more **university-wide diversity programming and celebrations.**
4. Eastern might consider **developing a stronger communication system related to discrimination, harassment and sexual assault.** Students shared general concern about the handling of these cases and the lacking clarity of the reporting process.
 - Numerous comments speak to concerns about administrative response to reported incidents as well as faculty-to-students discrimination reported.
5. Eastern might consider **intensive training and education regarding race, gender/gender expression, ability, etc.** Student respondents shared concerns about discrimination and harassment.

34

Survey Limitations

- **Survey Fatigue** - other surveys conducted during the same time (Mental Health and Title IX)
 - **Timing of Survey** - Administered at the end of the Spring Semester (end of April, start of May)
 - **Sample Size** - 15% Overall Campus Response
 - Leads to generalization of sample to population
 - **Self-selected participation** - respondents with biases may select themselves into the sample (not mandatory)
- Survey Design**
- Likert scale was not consistent and varied throughout survey (placement of strongly agree and strongly disagree were swapped halfway through survey)
 - Changing "I Prefer Not to Answer/Unsure" with "Not Applicable" will result in more representative data.
- **Student Specific:**
 - Related advertisement of diversity programs is lacking (13%) or respondents are unsure about the advertisement (15%)
 - Sexual Harassment/ Discrimination - no question asked on percentage of reported incidents. Only 11% indicated being satisfied with Eastern's response to alleged sexual harassment
 - **Faculty Specific:**
 - No specific results on Gender or Sexual Identity
 - 12% of staff who responded to survey did not identify race; add additional races to be inclusive
 - No faculty incentive
 - Not receiving specific responses from BIPOC, LGBTQ+, non-binary, persons with disabilities populations.

35

Diversity & Social Justice Council

Membership:

1. Reginald Flood (English), Chair
2. Brian Day (Performing Arts)
3. Trudy Hyatt (Information Technology Services)
4. Christina Irizarry (Opportunity Programs)
5. Steve Muchiri (Economics & Finance)
6. Michael Smith (Academic Success Center)
7. **VACANT**

Ex Officio Members:

1. LaMar Coleman, VP for Equity & Diversity
2. William Salka, Provost



35

Diversity & Social Justice Council Priorities



- Thoroughly review DEI Campus Climate Study results and brainstorm strategies to improve areas of concern.
- Integrate data collected from the work of the Racial Equity & Justice Institute (REJI) with the data from the DEI Climate Study to determine policy recommendations.
- Participate in campus forums, town-halls, and listening sessions to maintain open dialogue and communication regarding diversity, equity, inclusion, and social justice issues on campus.
- Collaborate with campus stakeholders to enhance efforts to recruit, retain, and support underrepresented students, faculty, and staff.

37

Questions

38

North Star Awards Writing Fellowships to Professors Sim and Kim

Written by By Lucinda Weiss

Published on December 22, 2022



Khai Zhi Sim, left, and Soojin Kim

Two assistant professors at Eastern, Khai Zhi Sim and Soojin Kim, have won fellowships from the New England Board of Higher Education's North Star Collective, which supports Black, Indigenous, and People of Color (BIPOC) faculty.

The fellowships are designed to help junior faculty achieve promotion and tenure, with a special emphasis on writing and publishing and on providing mentorship.

Sim, assistant professor of economics and finance, studies banking, macro and monetary economics, and applied game theory. For the fellowship, he will work on two research projects: One will analyze the strategic interactions between financial institutions and policymakers, and the other, in collaboration with a Wesleyan University professor, will look at how bank bailouts incentivize banks' investment in complicated and opaque assets.

In other work, already underway and probably not part of his fellowship, he is using machine learning techniques to analyze FDIC data and see if there is a better way to predict bank failures.

"I believe that my participation in the fellowship would be a great help to me in writing the two research articles," said Sim in his fellowship application. "As a nonnative English speaker, I am usually at a disadvantage when it comes to communicating my ideas through writing."

Sim's native language is Mandarin Chinese. He also speaks Malay and Cantonese. He moved to the U.S. from Malaysia in 2009. He earned a Ph.D. in economics at Cornell University in 2019, after undergraduate studies at the University of Michigan. While at Cornell he taught macroeconomics to prisoners in central New York as part of Cornell's prison education program with a partner community college. He joined Eastern in 2019 and teaches macroeconomics, banking and case studies in financial management.

Soojin Kim, assistant professor of art and art history, also came to Eastern in 2019 after earning an MFA from the School of the Museum of Fine Arts (MFA) in Boston and Tufts University. She came to the U.S. from South Korea in 2000 to study electrical engineering at Boston University. She earned an M.S. and was on the verge of her Ph.D. when she switched her focus to art and began studies at the MFA.

As an art student, she won awards in studio practice and painting and competitive grants for travel and study. She had an artistic residency at Mass MoCA—the Massachusetts Museum of Contemporary Art—in North Adams, MA, and a residency in teaching at PrattMWP art and design college in Utica, NY. Her art incorporates skill she learned as an engineer and traditional art practices. At Eastern she teaches digital art and graphic design.

She will use her fellowship to work on a limited-edition artist's book, "Granny Pants," exploring the cultural aspects of one of her early memories of Korean grandmothers wearing baggy pants, a holdover from what Korean women were once forced to wear by Japanese colonial authorities in the early 1900s. These "Mom Pae," a type of "balloon pants," were popular with her grandmother's generation in Korea.

"There is a lot of talk about these pants in terms of the liberation of women's rights and their elusiveness," she said in her fellowship proposal.

As an interdisciplinary artist, her research focuses on cultural interactions under colonialism and capitalism in Korea, she said. She is also influenced by memories of family life. Her earlier work focused on American sweets, inspired by her father's "obsession" with them, based on American GIs handing them out to Korean children during the Korean War.

"I am trying to present the hidden cultural and historical meaning of these stories," she said.

Eastern was one of the North Star Collective's founding members last year. The inaugural fellowships at Eastern were awarded to theatre Professor DeRon Williams and social work Professor Isabel Logan. The collective now provides fellowships to 16 member colleges and universities, both public and private, in New England.

Participating in North Star demonstrates Eastern's commitment to providing faculty of color with the support, networks and resources necessary to be successful, said LaMar Coleman, vice president for equity and diversity.

"We all know that faculty of color face a unique set of challenges," he said. "In addition to potentially feeling marginalized within society as a whole, those feelings can spill over into the academic setting

where they may feel they have to work 10 times harder to prove their competence and scholastic abilities.”

BIPOC faculty are not only in the minority, but those who are able to achieve promotion and tenure are an even smaller group, he noted.

Professor Kim said that besides writing workshops, the North Star fellowship has a support group that focuses on racial trauma. In addition to learning with peer fellows about writing skills, he said, “I also hope to exchange about our experiences as assistant professors and find ways to cope with the tenure process, especially as minorities.”

Eastern Sends 2 to Select Institute for Aspiring College Executives

Written by Lucinda Weiss

Published on March 22, 2023



Christina Irizarry and Joshua Sumrell were selected to attend the Executive Leadership Institute at Bridgewater State.

Two staff members at Eastern Connecticut State University who work closely with students were selected to attend the yearlong Executive Leadership Institute at Bridgewater State University in Massachusetts starting in June. Christina Irizarry, assistant director of opportunity programs in the Academic Success Center, and Joshua K. Sumrell, coordinator of the Intercultural Center, will learn leadership skills in a program designed to cultivate future college deans, provosts and presidents.

Each will have a professional coach and will develop a plan of action for professional development. A key part of the plan will be regular interaction with senior leaders at Eastern and other institutions.

Both were nominated by President Elsa Núñez, who is a mentor in the program, and Vice President for Equity and Diversity LaMar E. Coleman.

They will remain in their current jobs while they participate in the institute, which has both in-person and virtual sessions. This year's institute will have about 30 participants.

Irizarry, who joined Eastern last July, oversees Eastern's STEP-CAP program, which helps high school graduates from underserved communities transition to Eastern through a six-week summer preparation.

She also works on the DC-CAP program to recruit high school students from Washington, D.C. to Eastern, the Dream.US program for undocumented students and the international student program.

“My life’s work has always been on student access,” said Irizarry, herself a first-generation college graduate. After graduating from East Hartford High School, she earned a bachelor’s degree from Assumption College and a master’s in social work from Springfield College. She was a social worker in Connecticut and later earned her doctorate in education from the University of Connecticut, where she went on to work in college access programs.

She is president of CALAHE, the Connecticut Association of Latinos in Higher Education, the only such organization in New England. It provides 26 college scholarships to students every year and programs for faculty and staff.

“I’m living proof – you can do it,” she tells students. Her own high school counselor at first refused to sign her college applications, telling her that she would not succeed.

In the Bridgewater leadership program, she is interested in learning about models that could be implemented here to help students succeed and graduate in four years. She is also interested in what role study abroad plays for first-generation students and in post-COVID mental health support for students.

“I always tell my students, once you figure out what you love, school doesn’t feel like school,” she said. “I just love coming into new challenges and helping our students succeed.”

Sumrell has been in his current job at the Intercultural Center for just three semesters, working to build diversity and inclusiveness on campus. Last fall he won the 2022 Education Leadership Award from Prospanica Connecticut, an organization that advocates for Hispanic business professionals and raises scholarships for graduate education. He has helped Prospanica connect with Eastern’s Student Involvement Fair to promote career opportunities.

Previously he worked in student activities for four years and as a residence hall director for three years. He earned his bachelor’s degree in geography and master’s in environmental education from Southern Connecticut State University.

He worked as a resident assistant at Southern and “got a bug for higher education,” he said

“I’ve always leaned toward helping students,” he said. “I like to hear about student problems and encourage them to come up with solutions.” Besides student engagement, he’s interested in working at the institute on diversity and student mental health.

When he used to work in residence halls, alcohol was more of an issue. Since COVID, the biggest problems students face are mental health and connectedness, he said. In the leadership program, he hopes to learn tools and tips to help students deal with them.

“We’ve identified a problem, and we need solutions,” he said.

5. ORGANIZATIONAL ANALYSIS

SECTION 46a-68-82

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

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

(1) Job Title Classification Study

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

(2) Occupational Category Study

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

(3) Organizational Charts

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

ORGANIZATIONAL ANALYSIS

Job Title Classification Study

A. Unclassified

EXECUTIVE

President

- Vice President for Equity and Diversity

 - Title IX Coordinator

Provost and Vice President for Academic Affairs

- Associate Provost for Academic Affairs

Dean of Arts and Sciences

- Associate Dean of Arts and Sciences (Administrator 7)

 - Tech Supervisor for Science Depts. (Administrator 3)

 - Tech Specialist for Science Depts. (Administrator 3)

Dean of Education & Professional Studies

- Director of Co-curricular Academic Programming (Administrator 7)

 - Assistant Dean of Education and Professional Studies (Administrator 4)

 - Administrator of Child Family Resource Center (Administrator 5)

 - Teacher (Administrator 2)

 - Teacher Associate (Administrator 1)

 - Director of Center for Early Childhood Education (Administrator 5)

 - Coordinator of Educational Experience (Administrator 4)

Vice President for Finance and Administration

- University Controller (Administrator 7)

 - Director of Financial Planning (Administrator 5)

 - Bursar (Administrator 5)

 - Associate Bursar (Administrator 4)

 - Assistant Bursar (Administrator 3)

 - Student Collection Assistant (Administrator 2)

 - Associate Director of Fiscal Affairs for Financial Systems (Administrator 5)

 - Associate Director of Fiscal Affairs for Accounts Payable (Administrator 4)

 - Financial Analyst (Administrator 3)

 - Accountant Associate (Administrator 2)

Associate Vice President for Facilities Planning and Management

- Associate Director of Engineer & Design (Administrator 5)

 - Campus Architect (Administrator 5)

 - Mechanical/Electrical Design Engineer (Administrator 4)

 - Coordinator of University Constructions (Administrator 4)

Vice President for Student Affairs

Dean of Students

- Director of Student Conduct (Administrator 6)

 - Director of Unity Center (Administrator 5)

 - Director of AccessAbility Services (Administrator 5)

 - Coordinator of Substance Abuse Prevention (Administrator 4)

Vice President for Institutional Advancement

- Director of Institutional Advancement (Administrator 7)

- Associate Director of Institutional Advancement (Administrator 4)
 - University Events Coordinator (Administrator 3)
 - IA User Support Specialist (Administrator 3)
 - Assistant Director of Annual Fund (Administrator 3)
- Director of Alumni Affairs (Administrator 5)
 - Associate Director of Alumni Affairs (Administrator 4)
- Director of University Relations (Administrator 7)
 - Public Relations Officer (Administrator 5)
 - Design and Publication Officer (Administrator 5)
 - Associate Design and Publication Officer (Administrator 4)
 - Social Media and Digital Marketing Coordinator (Administrator 4)
- Chief Information Officer
 - Director of Info Tech and Media Services (Administrator 7)
 - Specialist Assistant to CIO (Administrator 6)
 - Director of IT Support Services (Administrator 6)
 - Director of Admin Tech Services (Administrator 6)
 - Director of Cloud Computing (Administrator 6)
 - Data Network and Telecom Manager (Administrator 6)
 - System Manager (Administrator 5)
 - Senior Systems Administrator (Administrator 5)
 - Unified Communications Administrator (Administrator 5)
 - Programmer Specialist (Administrator 4)
 - Technical Service Engineer (Administrator 4)
 - Customer Support Center Manager (Administrator 5)
 - Learning Management System Admin (Administrator 4)
 - Customer Support Center Assistant (Administrator 2)
 - Computer Support Trainee (Administrator 1)
- Associate Vice President for Human Resources
 - Assistant Director of Human Resources
 - Coordinator of HR Programs

DIRECTORS (ASSOCIATES AND ASSISTANTS)

- Director of Athletics (Administrator 7)
 - Associate Director of Athletics (Administrator 4)
 - Assistant Director of Athletics (Administrator 4)
 - Equipment Manager & Vehicle Coordinator (Administrator 3)
- Director of Institutional Research
 - Assistant Director of Institutional Research (Administrator 3)
- Director of Public Safety
 - Dir. of Environmental Health and Safety Coordinator (Administrator 5)
 - Associate Director of Public Safety (Administrator 4)
- Director of Enrollment Management (Administrator 7)
- Director of Admissions (Administrator 7)
 - Associate Director of Admissions and Enrollment Planning (Administrator 4)
 - Asst. Dir. of Admissions and Enrollment Planning (Administrator 3)
 - Admission Assistant (Administrator 2)
- Director of Library Services (Administrator 7)
 - Librarian

Associate Librarian
 Assistant Librarian
 Director of Student Health Services (Administrator 7)
 Associate Director of Health Services (Administrator 4)
 Assistant Director of Health Services (Administrator 3)
 Director of Fiscal Affairs for Acquisition and Auxiliary Services (Administrator 6)
 Associate Director of Acquisitions (Administrator 4)
 Assistant Director of Auxiliary Services (Administrator 3)
 Assistant to the Director of Auxiliary Services (Administrator 2)
 Director of Counseling and Psychological Services (Administrator 6)
 Counselor
 Associate Counselor
 Assistant Counselor
 Director of the Center for Internship & Career Services (Administrator 6)
 Assistant Director of Internship & Career Services (Administrator 3)
 Director of Student Center/ Activities (Administrator 6)
 Director of New Student and Family Programs (Administrator 5)
 Assistant Director of Student Center/Activities (Administrator 3)
 Director of Financial Aid and Veterans Affairs (Administrator 6)
 Associate Director of Financial Aid (Administrator 4)
 Assistant Director of Financial Aid (Administrator 3)
 Assistant to the Director of Financial Aid (Administrator 2)
 Registrar (Administrator 6)
 Associate Registrar (Administrator 4)
 Assistant Registrar (Administrator 3)
 Assistant Degree Auditor (Administrator 3)
 Director of Housing (Administrator 6)
 Associate Director of Housing (Administrator 4)
 Residence Hall Director (Administrator 2)
 Director of Academic Services Center (Administrator 6)
 Associate Dir. Of Academic Services Center (Administrator 4)
 Assistant Dir. Of Academic Services Center (Administrator 3)
 Student Development Specialist (Administrator 3)
 Academic Advisor (Administrator 2)
 Director of Center of Community Engagement (Administrator 6)
 Associate Dir. Of Center for Community Engagement (Administrator 4)
 Director of Media Services (Administrator 6)
 Media Technology Manager (Administrator 4)
 Media Technology Specialist (Administrator 3)
 Media Production Specialist (Administrator 3)
 Multimedia Assistant (Administrator 2)
 Director of the Institute for Sustainable Energy

FACULTY

Professor
 Associate Professor
 Assistant Professor

Instructor
Coach IV
Coach III
Coach II
Coach I

B. Classified

SECRETARIAL/CLERICAL

Administrative Assistant
Secretary 2
Secretary 1
Office Assistant

TECHNICAL AND PARAPROFESSIONAL

Library Technician
Library Technical Assistant

SKILLED CRAFTS

Supervising Stationary Engineer
Stationary Engineer
Maintenance Supervisor 2
Qualified Craft Worker

PROTECTIVE SERVICES

Police Lieutenant
Police Sergeant
Police Officer
Building & Grounds Patrol Officer

MAINTENANCE

Building Superintendent 3
Building Superintendent 2
Landscape Technician
Skilled Maintainer
Supervisory Custodian
Lead Custodian
Custodian

Mail Services Supervisor 1
Mail Handler
Material Storage Supervisor
Material Storage Specialist

Titles without Promotional Opportunity

A. Unclassified

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

B. Classified

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

Drafter 2
Library Technician

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

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

Occupational Category Study

CATEGORY 1 - EXECUTIVE, ADMINISTRATIVE AND MANAGERIAL

<u>Title</u>	<u>Salary Range</u>
Management and Confidential Unclassified	
President	\$ 370,703
Vice President for Equity and Diversity	128,860 – 193,294
Title IX Coordinator	79,549 – 119,322
CSU Administrative Assistant	57,534 – 86,299
Provost and VP for Academic Affairs	208,998– 313,497
Associate Provost for Academic Affairs	151,171 – 226,757
Dean of Arts and Sciences	151,171 – 226,757
Dean of Education and Professional Studies	151,171 – 226,757
Director of Institutional Research	109,196 – 163,793
Vice President for Finance and Administration	177,883 – 266,824
Associate VP for Facilities Management and Planning	151,171 – 226,757
Vice President for Student Affairs	177,883 – 266,824
Dean of Students	128,860 – 193,294
Vice President for Institutional Advancement	177,883 – 266,824
Associate Vice President for Human Resources	128,860 – 193,294
Assistant Director of Human Resources	79,549 – 119,322
Coordinator of HR Programs	79,549 – 119,322
Chief Information Officer	177,883 – 266,824
Director of the Institute for Sustainable Energy	151,171 – 226,757
Director of Public Safety	109,196 – 163,793
Administrator 7	\$ 108,178 – 162,140
Associate Dean of Arts and Sciences	
Director of Co-curricular Academic Programming	
Director of Athletics	
Director of Enrollment Management	
Director of Info Tech and Media Services	
Director of Institutional Advancement	
Director of Library Services	
Director of Student Health Services	
Director of University Relations	
University Controller	

<u>Title</u>	<u>Salary Range</u>
Administrator 6	\$ 97,083– 147,942
Director of Academic Services Center	
Director of Administrative Tech Services	
Director of Center for Community Engagement	
Director of Cloud Computing	
Director of Counseling and Psychological Services	
Director of Financial Aid	
Director of Housing	
Director of Internship and Career Development	
Director of Opportunity Programs	
Director of Student Conduct	
Director of Student Center Activities	
Data Network and Telecom Manager	
Special Assistant to CIO	
University Registrar	

CATEGORY 2 - FACULTY

Professor	\$101,137– 134,851
Associate Professor	85,070 – 113,428
Assistant Professor	69,004 – 92,006
Instructor	60,970 – 81,295
Coach IV	\$101,137– 134,851
Coach III	85,070 – 113,428
Coach II	69,004 – 92,006
Coach I	60,970 – 81,295

CATEGORY 3 - PROFESSIONAL NON-FACULTY

Non-Teaching Faculty

Counselor	\$101,137– 134,851
Associate Counselor	85,070 – 113,428
Assistant Counselor	69,004 – 92,006
Librarian	\$101,137– 134,851
Associate Librarian	85,070 – 113,428
Assistant Librarian	69,004 – 92,006

Administrator 5 \$ 85,988 – 133,744

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

Title

Salary Range

Design and Publication Officer
Director of AccessAbility Services
Director of Alumni Affairs
Director of Center for Early Childhood Education
Director of Environmental Health and Safety
Director of Financial Planning
Director of New Student and Family Programs
Director of the Unity Center
Public Relations Officer
Infrastructure Service Manager
Senior Systems Administrator
Support Center Manager

Administrator 4

\$ 74,892 – 119,545

Associate Design and Publication Officer
Associate Director of Academic Services Center
Associate Director of Acquisitions
Associate Director of Admissions & Enrollment Planning
Associate Director of Alumni Affairs
Associate Director of Athletics
Associate Director of Center for Community Engagement
Associate Director of Financial Aid
Associate Director of Fiscal Affairs for Accounts Payable
Associate Director of Health Services
Associate Director of Housing
Associate Director of Public Safety
Associate Director of Student Center/Activities
Associate Registrar
Asst Director of Athletics for Communication
Coordinator of Education Experience
Coordinator of Intercultural Center
Coordinator of Gallery and Museum Services
Coordinator of Substance Abuse Prevention
Coordinator of the Pride Center
Coordinator of University Construction
Learning Management System Administrator
Lighting Technical Specialist
Mechanical/Electrical Design Engineer
Media Technology Manager
Programmer Specialist
Social Media & Digital Marketing Coordinator
Technical Director/Production Manager of Theatre
Technical Service Engineer
Website Manager

Title**Salary Range****Administrator 3**

\$ 63,798 – 105,348

Assistant Bursar
Assistant Director of AccessAbility Services
Assistant Director of Academic Services Center
Assistant Director of Admissions
Assistant Director of Annual Fund & Advancement Systems
Assistant Director of Auxiliary Services
Assistant Director of Financial Aid
Assistant Director of Health Services
Assistant Director of Internship and Career Services
Assistant Director of Institutional Advancement
Assistant Director of Institutional Research
Assistant Director of Student Center/Activities
Assistant Director of University Opportunity Programs
Assistant Registrar
Equipment Manager and Vehicle Coordinator
Financial Analyst
IA User Support Specialist
Inventory and Resources Assistant
Media Production Specialist
Multimedia Assistant
Student Development Specialist
Technical Specialist for Science Departments
Technical Supervisor of Science Departments Labs
University Events Coordinator
Visual and Performing Arts Coordinator

Administrator 2

\$ 52,702 – 91,150

Academic Advisor
Accounting Associate
Acquisition Specialist
Assistant Degree Auditor
Assistant in Business Services
Assistant to Director of Auxiliary Services
Customer Support Center Assistant
Digital Media Production Coordinator
Financial Aid Counselor
Media Technician
Registrar Services Assistant
Resident Hall Director
Student Collection Assistant
Teacher

Title

Salary Range

Administrator 1

\$ 41,607 – 76,953

Computer Support Trainee
Student Affairs Trainee
Teacher Associate

CATEGORY 4 - CLERICAL/SECRETARIAL

Administrative Assistant	\$ 62,696 – 78,553
Secretary 2	52,585 – 68,764
Secretary I	51,381
Cash Accounting Clerk	43,749
Payroll Clerk	58,084 – 66,972
Processing Technician	68,764
Unit Supervisor	75,141

CATEGORY 5 - TECHNICAL PARAPROFESSIONAL

Drafter 2	\$ 75,541
Library Technician	81,175 – 96,337

CATEGORY 6 - SKILLED CRAFTS

Plant Facilities Engineer 2	\$ 125,460
Supervising Stationary Engineer	89,146
Stationary Engineer	59,463 – 63,112
Maintenance Supervisor 2	76,091 – 87,706
General Trades Worker	56,069 – 73,035
Qualified Craft Workers	58,509 – 76,311
Carpenter	
Locksmith	
HVAC	
Electrician	
Painter	
Plumber	
Mechanic	

Title**Salary Range****CATEGORY 7 - PROTECTIVE SERVICES**

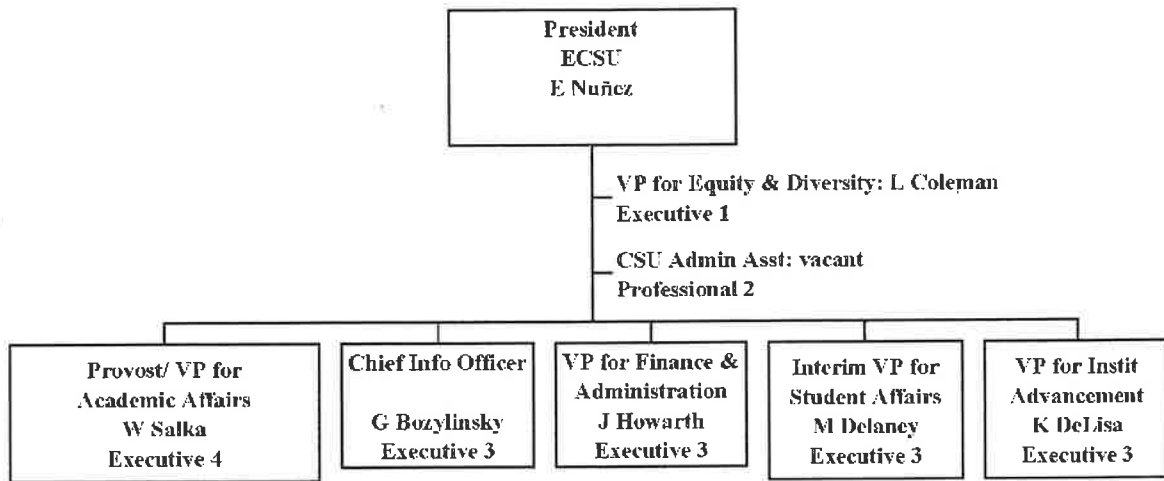
Police Lieutenant	\$ 92,611
Detective	70,661
Police Sergeant	73,271 – 92,299
Police Officer	46,941 – 80,097
Buildings and Grounds Patrol Officer	48,633 – 59,883

CATEGORY 8 - SERVICE/MAINTENANCE

Building Superintendent 3	\$ 77,683
Building Superintendent 2	66,255 – 70,191
Building Superintendent 1	56,642
Media Production Technician	79,386
Duplicating Technician 2	52,012
Landscape Technician	48,670 - 66,882
Skilled Maintainer	48,670 – 52,012
Lead Custodian	46,241 – 48,795
Custodian	39,226 - 49,017
Mail Handler	44,984 – 52,517
Material Storage Supervisor 2	62,251
Material Storage Specialist	48,670

University Organizational Chart

Eastern Connecticut State University
2022-23



6. WORK FORCE ANALYSIS

SECTION 46a-68-83

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

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

Subsection (a):

Eastern Connecticut State University reported the racial and sexual composition of the full-time employees for each office, position and position classification identified in the job title study on forms provided by the Commission on Human Rights and Opportunities (CHRO). A separate analysis was completed for the part-time and other employees. The workforce analysis inventories the following:

1. Total agency workforce by occupational category with percentages of race and sex groups calculated for each occupational category;
2. Total agency workforce by office(s), position(s) and position classification(s) within each occupational category;
3. Agency workforce in each labor market area by occupational category;
4. Agency workforce in each labor market area by office(s), position(s) and position classification(s) within each occupational category.

Subsection (b):

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

Subsection (c):

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

Occupational Category	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
I. Executive	27	13	14	9	11	3	1	1	1			1	
Percent	100.0%	48.1%	51.9%	33.3%	40.7%	11.1%	3.7%	3.7%	3.7%			3.7%	
II. Faculty	175	94	81	66	55	10	5	7	4	11	14		3
Percent	100.0%	53.7%	46.3%	37.7%	31.4%	5.7%	2.9%	4.0%	2.3%	6.3%	8.0%		
III. Prof. Non Faculty	135	57	78	46	59	5	7	4	9	2	1		2
Percent	100.0%	42.2%	57.8%	34.1%	43.7%	3.7%	5.2%	3.0%	6.7%	1.5%	0.7%		
IV. Secretarial / Clerical	31		31		23		2		4			2	
Percent	100.0%		100.0%		74.2%		6.5%		12.9%			6.5%	
V. Tech / Paraprofessional	4	2	2	2	1				1				
Percent	100.0%	50.0%	50.0%	50.0%	25.0%				25.0%				
VI. Skilled Crafts	35	34	1	30	1	1		3					
Percent	100.0%	97.1%	2.9%	85.7%	2.9%	2.9%		8.6%					
VII. Protective Services	18	11	7	7	6			2	1	1		1	
Percent	100.0%	61.1%	38.9%	38.9%	33.3%			11.1%	5.6%	5.6%			
VIII. Maintenance	69	31	38	11	14	1		19	24				
Percent	100.0%	44.9%	55.1%	15.9%	20.3%	1.4%		27.5%	34.8%				
Total	494	242	252	171	170	20	15	36	44	14	18	1	5
Percent	100.0%	49.0%	51.0%	34.6%	34.4%	4.0%	3.0%	7.3%	8.9%	2.8%	3.6%		
3/22 AA Plan	503	246	257	177	180	20	18	31	39	18	18		2
Change +/-	-9	-4	-5	-6	-10		-3	5	5	-4		1	3

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
President	1		1						1				
Provost & V. P. Academic Affairs	1	1		1									
V.P. Finance & Administration	1	1		1									
V.P. Student Affairs													
V.P. Institutional Advancement	1	1		1									
VP for Equity & Diversity	1	1				1							
Assoc V.P. for Human Resources													
Assoc V.P. for Facilities Management	1	1		1									
Chief Information Officer	1	1		1									
Assoc Provost for Academic Affairs	1		1		1								
Dean of Arts & Sciences	1		1		1								
Dean of Edu & Profess. Studies	1		1									1	
Dean of Students	1		1		1								
Assoc. Dean of Arts & Sciences	1		1		1								
Director of Enrollment Management	1	1		1									
Director of Athletics	1		1		1								
Dir of Academic Serv Center	1		1		1								
Dir of Community Engagement													
Dir of Fiscal Affair for Acq & Aux Serv													
Dir of Info Tech & Media Services	1	1						1					
Dir. of Internship & Career Services	1	1				1							
Dir of Counseling & Psych Services	1	1		1									
Director of Financial Aid													
Director of Housing	1		1		1								
Director of Human Resources													
Dir of Insti for Sustainable Energy	1		1		1								
Director of Institutional Advancement	1	1		1									
Director of Library Services	1		1					1					
Dir of Media Services													
Dir of Public Safety	1	1				1							
Director of Student Center	1		1		1								
Dir of Student Health Services	1	1		1									
Director of University Relations													
Registrar	1		1		1								
University Controller	1		1		1								
Total	27	13	14	9	11	3	1	1	1		1		
3/22 AA Plan	30	13	17	10	14	3	1		2				
Change +/-	-3		-3	-1	-3			1	-1			1	

FORM 83A

Category: II. Faculty
Titles: All

Date: March 31, 2023

WORKFORCE ANALYSIS

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Professor	88	47	41	31	31	8	2	4	4	1	4	6	1
Associate Professor	58	34	24	27	14	2	3	2	2	3	4	4	1
Assistant Professor	29	13	16	8	10			1	1	4	4		1
Total	175	94	81	66	55	10	5	7	4	11	14		3
3/22 AA Plan	190	102	88	69	61	10	6	9	4	14	15		2
Change +/-	-15	-8	-7	-3	-6		-1	-2		-3	-1		1

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Academic Advisor	1		1		1								
Accounting Associate	1		1		1								
Acquisitions Specialist	1	1		1									
Admissions Assistant													
Assistant Bursar	1		1		1								
Assistant Counselor	2		2		1				1				
Assistant Librarian													
Assistant Registrar	1		1		1								
Associate Bursar													
Associate Counselor													
Associate Design & Pub Officer	1		1		1								
Associate Dir of Acad Serv Center	2		2		1			1					
Associate Dir of Acquisitions	1		1		1								
Associate Dir of Admissions	2	1	1	1	1								
Associate Dir of Alumni Affairs	1	1		1									
Associate Dir of Athletics	1		1		1								
Asso Dir of Center for Comm Eng	1		1					1					
Associate Dir of Financial Aid	2	1	1	1	1								
Associate Dir of Fiscal Affairs	2	1	1	1	1								
Associate Dir of Health Services	1		1		1								
Associate Director of Housing	2	1	1	1	1								
Associate Director of Stu Ctr/Act	1		1		1								
Associate Librarian	2	1	1	1	1								
Associate Registrar	2	1	1	1	1				1				
Asst Dean of Student Affairs	1		1					1					
Asst Degree Auditor													
Asst Dir of AccessAbility Services	1		1							1			
Asst Dir of Acad Serv Center													
Asst Dir of Admissions & Enrollment	2	1	1	1						1			
Asst Dir of Annual Fund	1		1		1								
Asst Dir of Athletics	1	1		1									
Asst Dir of Auxiliary Services	1		1		1								
Asst Dir of Career Services	1		1		1								
Asst Dir of Fin. Aid	2		2		1					1			
Asst Dir of Human Resources	3	1	2		1	1	1						
Asst Director of Health Services	1		1		1								
Asst Director of Institutional Adv	1	1		1									
Asst Dir of Institutional Research	1	1		1									
Asst Director of Student Center	1	1							1				
Asst Dir of Univ Opportunity Prog	1		1							1			
Asst in Business Services	1		1		1								
Asst to Dir of Auxiliary Services	1		1		1								
Asst to Dir of Fin. Aid													
Bursar	1		1							1			
Campus Architect	1	1		1									
Child & Family Center Administrator	1		1									1	
Coord of Accounting													
Coord of Edu Excellence	1		1		1								
Coordinator of Gallery & Museum	1		1		1								
Coord of HR Programs	1		1					1					
Coordinator of Intercultural Center	1	1					1						
Coord of Substance Abuse Prev	1		1		1								
Coord of the Pride Center	1		1		1								
Coordinator of Univ Construction	1	1		1									

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Counselor													
CSU Administrative Assistant	3		3		3								
Customer Supp Center Asst	3		3		3								
Data Network & Telecom Manager	1	1		1									
Design and Publications Officer	1	1		1									
Digital Media Prod Coordinator	1	1						1					
Dir of AccessAbility Services	1		1		1								
Dir of Admin Tech Services	1		1		1								
Director of Alumni Affairs	1	1		1									
Dir of Cloud Computing	1	1		1									
Dir of Co-curricular Acad Prog	1	1		1									
Director of Early Child Edu	1		1		1								
Dir of Enr Health & Safety	1	1		1									
Director of Financial Planning	1		1		1								
Dir of Institutional Research	1	1								1			
Dir of Opportunity Programs	1	1		1									
Dir of Student Conduct	1	1					1						
Dir of New Stu & Family Prog	1		1		1								
Dir of Unity Center	1		1					1					
Equip Manager & Vehicle Coord	1	1		1									
Financial Aid Counselor	1		1		1								
Financial Analyst	1		1		1								
IA User Support Specialist	1	1		1									
Infrastructure Serv Manager	1	1		1									
Inventory Resource Asst	1		1		1								
Learning Mgmt Sys Admin	2	1	1		1				1				
Librarian	5	1	4	1	3								1
Lighting Tech Specialist	1	1		1									
Mechanical Engineer	1	1		1									
Media Production Specialist	2	1	1	1	1								
Media Technician	1	1		1									
Media Technology Coord	1	1		1									
Multimedia Asst	1	1		1									
Programmer Specialist	3		3		3								
Public Relations Officer	2	2		1			1						
Registrar Service Assistant	1		1		1								
Resident Hall Director	10	4	6	2	4	1	1	1					1
Senior System Administrator	3	3		2						1			
Social Media/Digi Marketing Coord	1	1		1									
Specialist Asst to CIO	1	1		1									
Student Collection Assistant	1		1							1			
Student Development Specialist	2	2		2									
Support Center Manager	1	1		1									
Teacher	2		2		2								
Teacher Associate	1		1		1								
Tech Dir/Theatre Prod Manager	1	1		1									
Tech Specialist for Sci Dept	1	1		1									
Tech Support Specialist													
Tech. Supervisor Science Dept's	1	1		1									
Technical Services Eng													
Title IX Coordinator	1		1							1			
University Events Coordinator	1	1		1									
University Opp Program Spec													
Visual & Performing Arts Coord	1		1		1								

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Website Manager	1	1		1									
Total	135	57	78	46	59	5	7	4	9	2	1		2
3/22 AA Plan	125	51	74	43	56	4	7	2	8	2	2		1
Change +/-	10	6	4	3	3	1		2	1		-1		1

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Administrative Assistant	13		13		11		1		1				
Secretary 2	12		12		8		1		1		2		
Secretary 1	1		1		1								
Head Cash Accounting Clerk													
Cash Accounting Clerk	1		1		1								
Financial Clerk													
Payroll Clerk	2		2		2								
Office Assistant													
Clerk Typist													
Unit Supervisor	1		1						1				
Processing Technician	1		1						1				
Total	31		31		23		2		4		2		
3/22 AA Plan	33		33		25		2		4		2		
Change +/-	-2		-2		-2								

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Library Technician	3	2	1	2	1								
Library Technical Assistant													
Drafter 2	1		1						1				
Total	4	2	2	2	1				1				
3/22 AA Plan	6	2	4	2	2			1	1				
Change +/-	-2		-2		-1			-1					

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Plant Fac Engineer 2	1	1		1									
Supervising Stationary Engineer	1	1		1									
Stationary Engineer	3	3		3									
Maintenance Supv 2 (Carpentry)	1	1		1									
Maintenance Supv 2 (Electrical)	1	1		1									
Maintenance Supv 2 (Grounds)	1	1		1									
Maintenance Sup 2 (HVAC)	1	1		1									
Maintenance Supv 2 (General)	1		1		1								
Bldg Maintenance Supervisor													
General Trades Worker	7	7		6				1					
QCW Carpentry	2	2		2									
QCW Electrical	3	3		3									
QCW HVAC	6	6		6									
QCW Locksmith	2	2						2					
QCW Mechanic	2	2		2									
QCW Painting	1	1		1									
QCW Plumbing	2	2		1		1							
Total	35	34	1	30	1	1		3					
3/22 AA Plan	36	35	1	30	1	2		2		1			
Change +/-	-1	-1				-1		1		-1			

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Police Lieutenant	1	1							1				
Police Sergeant	4	3	1	3	1								
Detective	1		1		1								
Police Officer	6	2	4	1	3				1	1			
Building & Grounds Patrol Officer	6	5	1	3	1			1				1	
Protective Service Trainee													
Total	18	11	7	7	6			2	1	1		1	
3/22 AA Plan	18	12	6	9	6			1		1		1	
Change +/-		-1	1	-2				1	1				

**VIII. Maintenance
All
WORKFORCE ANALYSIS**

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Bldg Supv 1	1		1						1				
Bldg Supv 2	2		2		1				1				
Bldg Supv 3	1		1		1								
Custodian 1	23	8	15	2	3			6	12				
Custodian 2	24	9	15	1	5			8	10				
Lead Custodian	3	3		1				2					
Supervising Custodian													
Duplicating Technician 2	1		1		1								
Landscape Technician	7	6	1	5	1			1					
Mailhandler	2	1	1	1	1								
Mail Service Supervisor													
Material Storage Specialist	1		1		1								
Material Storage Supervisor	1	1							1				
Media Production Technician	1	1					1						
Skilled Maintainer	2	2		1				1					
Total	69	31	38	11	14	1		19	24				
3/22 AA Plan	67	31	36	12	13	1		18	23				
Change +/-	2		2	-1	1			1	1				

Occupational Category	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIAN HNPI Female	2 or More Male	2 or More Female
II. Faculty	5	1	4			1						4	
Assistant Professor	4		4									4	
Instructor	1	1					1						
III. Prof. Non Faculty	30	4	26	4	18		2		6				
Admissions Assistant	6		6		4		1		1				
Assistant Degree Auditor	1	1		1									
Asst Dir of CFDR	1		1						1				
Asst Dean of Edu & Prof Studies	1		1		1								
Asst Dir of Student AccessAbilities	1		1						1				
Assoc Dir of Fiscal Affairs	1		1		1								
Assoc Dir of Public Safety	1	1		1									
Career Counselor	2		2		2								
Computer Support Trainee	3	1	2	1	1				1				
Fin Aid Compliance Specialist	1	1		1									
Programmer Analyst	1		1		1								
Project Coordinator	1		1		1								
Student Affairs Trainee	2		2		2								
Student Development Specialist	1		1				1						
Teacher			1		1								
Teacher Associate	4		4		3				1				
University Opp Program Specialist	1		1						1				
University Grants Officer	1		1		1								
Total	35	5	30	4	18	1	2		6			4	
3/22 AA Plan	46	9	37	6	23	1	4	2	5			5	
Change +/-	-11	-4	-7	-2	-5		-2	-2	1			-1	

*temporary employees

Labor Market: National and State

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
President	1		1						1				
Provost & V. P. Academic Affairs	1	1		1									
V.P. Finance & Administration	1	1		1									
V.P. Student Affairs													
V.P. Institutional Advancement	1	1		1									
VP for Equity & Diversity	1	1				1							
Assoc V.P. for Human Resources													
Assoc V.P. for Facilities Management	1	1		1									
Chief Information Officer	1	1		1									
Assoc Provost for Academic Affairs	1		1		1								
Dean of Arts & Sciences	1		1		1								
Dean of Edu & Profess. Studies	1		1								1		
Dean of Students	1		1		1								
Assoc. Dean of Arts & Sciences	1		1		1								
Director of Enrollment Management	1	1		1									
Director of Athletics	1		1		1								
Dir of Academic Serv Center	1		1		1								
Dir of Community Engagement													
Dir of Fiscal Affair for Acq & Aux Serv													
Dir of Info Tech & Media Services	1	1						1					
Dir. of Internship & Career Services	1	1				1							
Dir of Counseling & Psych Services	1	1		1									
Director of Financial Aid													
Director of Housing	1		1		1								
Director of Human Resources													
Dir of Insti for Sustainable Energy	1		1		1								
Director of Institutional Advancement	1	1		1									
Director of Library Services	1		1				1						
Dir of Media Services													
Dir of Public Safety	1	1				1							
Director of Student Center	1		1		1								
Dir of Student Health Services	1	1		1									
Director of University Relations													
Registrar	1		1		1								
University Controller	1		1		1								
Total	27	13	14	9	11	3	1	1	1		1		
3/22 AA Plan	30	13	17	10	14	3	1		2				
Change +/-	-3		-3	-1	-3			1	-1			1	

WORKFORCE ANALYSIS
FULL TIME WORKFORCE BY LABOR MARKET

Labor Market: National and State

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Professor	88	47	41	31	31	8	2	4	1	4	6		1
Associate Professor	58	34	24	27	14	2	3	2	2	3	4		1
Assistant Professor	29	13	16	8	10			1	1	4	4		1
Total	175	94	81	66	55	10	5	7	4	11	14		3
3/22 AA Plan	190	102	88	69	61	10	6	9	4	14	15		2
Change +/-	-15	-8	-7	-3	-6		-1	-2		-3	-1		1

Labor Market: National and State

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Academic Advisor	1		1		1								
Accounting Associate	1		1		1								
Acquisitions Specialist	1	1		1									
Admissions Assistant													
Assistant Bursar	1		1		1								
Assistant Counselor	2		2		1				1				
Assistant Librarian													
Assistant Registrar	1		1		1								
Associate Bursar													
Associate Counselor													
Associate Design & Pub Officer	1		1		1								
Associate Dir of Acad Serv Center	2		2		1			1					
Associate Dir of Acquisitions	1		1		1								
Associate Dir of Admissions	2	1	1	1	1								
Associate Dir of Alumni Affairs	1	1		1									
Associate Dir of Athletics	1		1		1								
Asso Dir of Center for Comm Eng	1		1					1					
Associate Dir of Financial Aid	2	1	1	1	1								
Associate Dir of Fiscal Affairs	2	1	1	1	1								
Associate Dir of Health Services	1		1		1								
Associate Director of Housing	2	1	1	1	1								
Associate Director of Stu Ctr/Act	1		1		1								
Associate Librarian	2	1	1	1	1								
Associate Registrar	2	1	1	1	1				1				
Asst Dean of Student Affairs	1		1					1					
Asst Degree Auditor													
Asst Dir of AccessAbility Services	1		1						1				
Asst Dir of Acad Serv Center													
Asst Dir of Admissions & Enrollment	2	1	1	1					1				
Asst Dir of Annual Fund	1		1		1								
Asst Dir of Athletics	1	1		1									
Asst Dir of Auxillary Services	1		1		1								
Asst Dir of Career Services	1		1		1								
Asst Dir of Fin. Aid	2		2		1				1				
Asst Dir of Human Resources	3	1	2		1	1	1						
Asst Director of Health Services	1		1		1								
Asst Director of Institutional Adv	1	1		1									
Asst Dir of Institutional Research	1	1		1									
Asst Director of Student Center	1	1						1					
Asst Dir of Univ Opportunity Prog	1		1						1				
Asst in Business Services	1		1		1								
Asst to Dir of Auxillary Services	1		1		1								
Asst to Dir of Fin. Aid													
Bursar	1		1						1				
Campus Architect	1	1		1									
Child & Family Center Administrator	1		1									1	
Coord of Accounting													
Coord of Edu Excellence	1		1		1								
Coordinator of Gallery & Museum	1		1		1								
Coord of HR Programs	1		1					1					
Coordinator of Intercultural Center	1	1				1							
Coord of Substance Abuse Prev	1		1		1								
Coord of the Pride Center	1		1		1								

Labor Market: National and State

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Coordinator of Univ Construction	1	1		1									
Counselor													
CSU Administrative Assistant	3		3		3								
Customer Supp Center Asst	3		3		3								
Data Network & Telecom Manager	1	1		1									
Design and Publications Officer	1	1		1									
Digital Media Prod Coordinator	1	1						1					
Dir of AccessAbility Services	1		1		1								
Dir of Admin Tech Services	1		1		1								
Director of Alumni Affairs	1	1		1									
Dir of Cloud Computing	1	1		1									
Dir of Co-curricular Acad Prog	1	1		1									
Director of Early Child Edu	1		1		1								
Dir of Enr Health & Safety	1	1		1									
Director of Financial Planning	1		1		1								
Dir of Institutional Research	1	1								1			
Dir of Opportunity Programs	1	1		1									
Dir of Student Conduct	1	1				1							
Dir of New Stu & Family Prog	1		1		1								
Dir of Unity Center	1		1					1					
Equip Manager & Vehicle Coord	1	1		1									
Financial Aid Counselor	1		1		1								
Financial Analyst	1		1		1								
IA User Support Specialist	1	1		1									
Infrastructure Serv Manager	1	1		1									
Inventory Resource Asst	1		1		1								
Learning Mgmt Sys Admin	2	1	1		1			1					
Librarian	5	1	4	1	3								1
Lighting Tech Specialist	1	1		1									
Mechanical Engineer	1	1		1									
Media Production Specialist	2	1	1	1	1								
Media Technician	1	1		1									
Media Technology Coord	1	1		1									
Multimedia Asst	1	1		1									
Programmer Specialist	3		3		3								
Public Relations Officer	2	2		1		1							
Registrar Service Assistant	1		1		1								
Resident Hall Director	10	4	6	2	4	1	1	1					1
Senior System Administrator	3	3		2						1			
Social Media/Digi Marketing Coord	1	1		1									
Specialist Asst to CIO	1	1		1									
Student Collection Assistant	1		1						1				
Student Development Specialist	2	2		2									
Support Center Manager	1	1		1									
Teacher	2		2		2								
Teacher Associate	1		1		1								
Tech Dir/Theatre Prod Manager	1	1		1									
Tech Specialist for Sci Dept	1	1		1									
Tech Support Specialist													
Tech. Supervisor Science Dept's	1	1		1									
Technical Services Eng													
Title IX Coordinator	1		1							1			
University Events Coordinator	1	1		1									

Labor Market: National and State

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
University Opp Program Spec													
Visual & Performing Arts Coord	1		1		1								
Website Manager	1	1		1									
Total	135	57	78	46	59	5	7	4	9	2	1		2
3/22 AA Plan	123	51	72	43	56	4	7	2	6	2	2		1
Change +/-	12	6	6	3	3	1		2	3		-1		1

Labor Market: State and Local

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Administrative Assistant	13		13		11		1		1				
Secretary 2	12		12		8		1		1		2		
Secretary 1	1		1		1								
Head Cash Accounting Clerk													
Cash Accounting Clerk	1		1		1								
Financial Clerk													
Payroll Clerk	2		2		2								
Office Assistant													
Clerk Typist													
Unit Supervisor	1		1						1				
Processing Technician	1		1						1				
Total	31		31		23		2		4		2		
3/22 AA Plan	33		33		25		2		4		2		
Change +/-	-2		-2		-2								

Category: **V. Technical / Paraprofessional**
 Titles: **All**
WORKFORCE ANALYSIS
FULL TIME WORKFORCE BY LABOR MARKET

Date: March 31, 2023

Labor Market: State and Local

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Library Technician	3	2	1	2	1								
Library Technical Assistant													
Drafter 2	1		1						1				
Total	4	2	2	2	1				1				
3/22 AA Plan	6	2	4	2	2			1	1				
Change +/-	-2		-2		-1			-1					

Labor Market: State and Local

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Plant Fac. Engineer 2	1	1		1									
Supervising Stationary Engineer	1	1		1									
Stationary Engineer	3	3		3									
Maintenance Supv 2 (Carpentry)	1	1		1									
Maintenance Supv 2 (Electrical)	1	1		1									
Maintenance Supv 2 (Grounds)	1	1		1									
Maintenance Sup 2 (HVAC)	1	1		1									
Maintenance Supv 2 (General)	1		1		1								
Bldg Maintenance Supervisor													
General Trades Worker	7	7		6				1					
QCW Carpentry	2	2		2									
QCW Electrical	3	3		3									
QCW HVAC	6	6		6									
QCW Locksmith	2	2						2					
QCW Mechanic	2	2		2									
QCW Painting	1	1		1									
QCW Plumbing	2	2		1		1							
Total	35	34	1	30	1	1		3					
3/22 AA Plan	36	35	1	30	1	2		2		1			
Change +/-	-1	-1				-1		1		-1			

Labor Market: State and Local

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Police Lieutenant	1	1							1				
Police Sergeant	4	3	1	3	1								
Detective	1		1		1								
Police Officer	6	2	4	1	3				1	1			
Building & Grounds Patrol Officer	6	5	1	3	1			1				1	
Protective Service Trainee													
Total	18	11	7	7	6			2	1	1		1	
3/22 AA Plan	18	12	6	9	6			1		1		1	
Change +/-		-1	1	-2				1	1				

Labor Market: State and Local

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Bldg Supv 1	1		1						1				
Bldg Supv 2	2		2		1				1				
Bldg Supv 3	1		1		1								
Custodian 1	23	8	15	2	3			6	12				
Custodian 2	24	9	15	1	5			8	10				
Lead Custodian	3	3		1				2					
Supervising Custodian													
Duplicating Technician 2	1		1		1								
Landscape Technician	7	6	1	5	1			1					
Mailhandler	2	1	1	1	1								
Mail Service Supervisor													
Material Storage Specialist	1		1		1								
Material Storage Supervisor	1	1						1					
Media Production Technician	1	1					1						
Skilled Maintainer	2	2		1				1					
Total	69	31	38	11	14	1		19	24				
3/22 AA Plan	67	31	36	12	13	1		18	23				
Change +/-	2		2	-1	1			1	1				

ECSU Workforce Age Analysis

March 31, 2023

Occupational Category	Age Range											Total in Category	
	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74		75-79
I. Executive				2	1	9	2	5	3	1	3	1	27
II. Faculty			6	22	26	31	26	28	22	9	3	2	175
III. Professional Nonfaculty	4	15	20	15	14	13	22	19	9	3		1	135
IV. Secretarial/Clerical						3	6	8	5	2		1	31
V. Technical/Paraprofessional					1		3						4
VI. Skilled Crafts			1	2	4	4	1	4	12	7			35
VII. Protective Services			1	1	2	1	5	4	2	1			18
VIII. Maintenances		7	7	6	8	4	12	16	9				69
Total in Age Range	4	24	37	55	56	62	80	92	57	16	6	5	494

Category: All Disability
 Titles: All

Date: March 31, 2023

DISABILITY IN THE WORKFORCE

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