

## **7. AVAILABILITY ANALYSIS**

### **SECTION 46a-68-84**

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

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

**Subsection (a):**

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

The Availability Analysis shall:

- 1.) Examine the job content of each office, position and position classification within an occupational category or, where appropriate, the job content of a position classification.
- 2.) Identify the relevant labor market area.
- 3.) Match each office, position and position classification within an occupational category or where appropriate, a position classification, with the most nearly parallel job title contained in the data source consulted.

**Subsection (b):**

In calculating availability, the following information and data sources were referred to when developing this section of the Affirmative Action Plan.

- 1.) Employment figures: 2014-2018 ACS-EEO-ALL01R/CT Statewide/Windham County/Tolland County
- 2.) Digest of Educational Statistics 2022
- 3.) The racial and sexual composition of persons in promotable and transferable offices, positions and position classifications.

**Subsection (c):**

In calculating availability, the following information and data sources may be used when developing the Affirmative Action Plan.

- 1.) Population figures;
- 2.) Client Population figures;
- 3.) Figures for Educational, technical and training program graduates and participants;

**Subsection (d):**

For each occupational category, position classification or job title analyzed, Eastern Connecticut State University Affirmative Action Plan provides the name of each source consulted and each basis for selection of each source and copies of the specific data sources are included.

The University Affirmative Action Plan also documents the data source used and justifications for using each occupational category and includes the worksheets to detail the specific information used to create the Availability Analysis.

**Subsection (e):**

Any job title that had twenty-five (25) or more employees in an occupational category where only the entry level positions are fulfilled by hiring and the other job titles in the series are filled by promotion, the availability base shall be calculated by an agency for the entire series and goals will be set for the entire series. The University does not have a separate category with twenty-five (25) or more in any occupational category.

**Subsection (f):**

The availability base is calculated by determining the sources used to fill positions and the percentage of positions filled from that source. This percentage is the weight that has been assigned to each source. The total weight for all sources cannot exceed on hundred percent (100%).

The percent of each race and sex group for each relevant source used in the University Availability Analysis was multiplied by the weight given to the corresponding sources resulting in the weighted factor. The weighted factors for each race and sex group are added to determine the availability base for each race and sex group in each occupational category, position classification or job title analyzed.

**Subsection (g):**

The Eastern Connecticut State University Affirmative Action Plan substantiated the manner in which the availability base is calculated. The worksheets of the sources used are included.

**Subsection (h):**

As part of its review, the Commission on Human Rights and Opportunities (CHRO) reserves the right to determine the appropriateness of information and data used in subsection of this section. CHRO also reserves the right to accept or reject such information or data used in the Affirmative Action Plan. An agency, with the consent of the Executive Director of the Commission on Human Rights and Opportunities (CHRO) may analyze additional labor market areas when specific requirements of the job profile, such as geography proximity, so require.

Availability Analysis Occupational Category: I. Executive All Reporting Date: March 31, 2023 CT / National  
 Job Title: All Labor-market area:

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male										
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB								
CT Employment Data (Census)	13,949	5,315	38.1	0.4	15.24	8,634	61.9	0.4	24.76	4,070	29.2	0.4	11.67	7,020	50.3	0.4	20.13	445	3.2	0.4	1.28	535	3.8	0.4	1.53	440	3.2	0.4	1.26
Promotable	56	26	46.4	0.1	4.64	30	53.6	0.1	5.36	23	41.1	0.1	4.11	23	41.1	0.1	4.11	2	3.6	0.1	0.36	4	7.1	0.1	0.71		0.0	0.1	0.00
Digest of Edu Statistics	255,575	108,215	42.3	0.5	21.17	147,360	57.7	0.5	28.83	84,249	33.0	0.5	16.48	107,965	42.2	0.5	21.12	10,046	3.9	0.5	1.97	18,215	7.1	0.5	3.56	7,113	2.8	0.5	1.39
<b>Final Avail. Base Percentage=</b>			<b>41.1</b>						<b>58.9</b>				<b>32.3</b>				<b>45.4</b>				<b>3.6</b>							<b>5.8</b>	<b>2.7</b>

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

**Availability Analysis**

Factor	Hispanic Female			AAIA/NHPT Male			AAIA/NHPT Female			Two or More Male			Two or More Female			Source of Statistic	Reason for Weight Factor					
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB							
CT Employment Data (Census)	730	5.2	0.4	2.09	205	1.5	0.4	0.59	264	1.9	0.4	0.76	155	1.1	0.4	0.44	85	0.6	0.4	0.24	2014-18 ACS EEO-A101R/CT Statewide: Edu Administrator Code 0230	State wide employment list. Some recruitment in CT
Promotable	2	3.6	0.1	0.36	1	1.8	0.1	0.18	1	1.8	0.1	0.18	0	0.0	0.1	0.00	0	0.0	0.1	0.00	Workforce Analysis - Cat III, Directors & Coordinators (Rank: Admn IV & V).	Few promotions into this category
Digest of Edu Statistics	11,413	4.5	0.5	2.23	5,522	2.2	0.5	1.08	7,611	3.0	0.5	1.49	1,285	0.5	0.5	0.25	2,156	0.8	0.5	0.42	Digest of Edu Statistics 2022 Table 314.40 Management	Some national recruitment
<b>Final Avail. Base Percentage=</b>			<b>4.7</b>				<b>1.8</b>					<b>2.4</b>				<b>0.7</b>				<b>0.7</b>		



**Availability Analysis**

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

Reporting Date:  
 Labor-market area:

March 31, 2023  
 CT/National

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male										
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB								
CT Employment Data (Census)	19,955	9,660	48.4	0.05	2.42	10,295	5.16	0.05	2.58	7,225	36.2	0.05	1.81	7,555	37.9	0.05	1.89	345	1.7	0.05	0.09	755	3.8	0.05	0.19	485	2.4	0.05	0.12
Promotable	28	18	64.3	0.9	57.86	10	35.7	0.9	32.14	17	60.7	0.9	54.64	7	25.0	0.9	22.50	0	0.0	0.9	0.00	0	0.0	0.9	0.00	1	3.6	0.9	3.21
Digest of Edu Statistics	183,270	117,338	64.0	0.05	3.20	65,932	36.0	0.05	1.80	91,213	49.8	0.05	2.49	51,610	28.2	0.05	1.41	4,255	2.3	0.05	0.12	3,308	1.8	0.05	0.09	4,739	2.6	0.05	0.13
<b>Final Aval. Base Percentage=</b>					<b>63.5</b>				<b>36.5</b>				<b>58.9</b>				<b>25.8</b>				<b>0.2</b>				<b>0.3</b>				<b>3.5</b>

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

**Availability Analysis**

Factor	Hispanic Female			AAIA/NMPT Male			AAIA/NMPT Female			Two or More Male			Two or More Female			Source of Statistic			Reason for Weight Factor						
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB							
CT Employment Data (Census)	485	2.4	0.05	0.12	1,430	7.2	0.05	0.36	1,285	6.4	0.05	0.32	175	0.9	0.05	0.04	215	1.1	0.05	0.05	2014-18 ACS EEO-A101R/CT Statewide: Postsecondary Teacher Code 2205			External hires are rare at this rank, but some do occur.	
Promotable	0	0.0	0.9	0.00	0	0.0	0.9	0.00	3	10.7	0.9	9.64	0	0.0	0.9	0.00	0.0	0.9	0.00	Workforce Analysis - Cat II Associate Professor (Those with 5 years in rank)			While few total promotions occur, nearly all Professors are promoted from the Associate Professor rank		
Digest of Edu Statistics	3,083	1.7	0.05	0.08	16,347	8.9	0.05	0.45	7,318	4.0	0.05	0.20	784	0.4	0.05	0.02	613	0.3	0.05	0.02	Digest of Edu Statistics 2022 Table 315.20 Professor			External hires are rare at this rank, but some do occur.	
<b>Final Aval. Base Percentage=</b>				<b>0.2</b>			<b>0.8</b>		<b>10.2</b>			<b>0.1</b>					<b>0.1</b>				<b>0.1</b>				



**Availability Analysis**

Occupational Category:  
Job Title:

**II. Faculty  
Assistant Professor**

Reporting Date:  
Labor-market area:

March 31, 2023  
CT/National

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male								
	Total	DP	AB	Total	DP	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB					
CT Employment Data (Census)	19,955	9,660	48.4	0.2	9,688	48.4	0.2	10,332	7,225	36.2	0.2	7,241	37.9	0.2	7,571	34.5	1.7	0.2	0.35	755	3.8	0.2	0.76	485	2.4	0.2	0.49
Promotable																											
Digest of Edu Statistics	155,444	69,529	44.7	0.8	35,788	44.7	0.8	44,222	47,792	30.7	0.8	24,600	38.2	0.8	30,522	4,694	3.0	0.8	2,422	7,972	5.1	0.8	4,100	2.9	0.8	2,333	
<b>Final Aval. Base Percentage=</b>					<b>45.5</b>			<b>54.5</b>	<b>31.8</b>			<b>38.1</b>			<b>2.8</b>				<b>4.9</b>								<b>2.8</b>

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

**Availability Analysis**

Factor	Hispanic Female			AAIA/NM/PI Male			AAIA/NM/PI Female			Two or More Male			Two or More Female			Source of Statistic	Reason for Weight Factor					
	Total	DP	AB	Total	DP	AB	Total	DP	VW	AB	Total	DP	VW	AB								
CT Employment Data (Census)	485	2.4	0.2	0.49	1,430	7.2	0.2	1.43	1,285	6.4	0.2	1.29	175	0.9	0.2	0.18	215	1.1	0.2	0.22	2014-18 ACS EEO-AMDIR/CT Statewide: Postsecondary Teacher Code 2205	Some statewide recruitment
Promotable																						No promotions into this rank.
Digest of Edu Statistics	5,260	3.4	0.8	2.71	11,433	7.4	0.8	5.88	11,664	7.5	0.8	6.00	1,090	0.7	0.8	0.56	1,709	1.1	0.8	0.88	Digest of Edu Statistics 2022 Table 315.20 Assistant Professor	National Recruitment
<b>Final Aval. Base Percentage=</b>					<b>3.2</b>			<b>7.3</b>				<b>7.3</b>				<b>0.7</b>				<b>1.1</b>		

**Availability Analysis**

Occupational Category: **III. Professional Nonfaculty**  
 Job Title: **All**

Reporting Date: **March 31, 2023**  
 Labor-market area: **CT/National**

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male										
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB								
CT Employment Data (Census)	29,884	10,325	34.6	0.6	20.73	19,559	65.4	0.6	39.27	7,810	26.1	0.6	15.68	15,025	50.3	0.6	30.17	850	2.8	0.6	1.71	1,525	5.1	0.6	3.06	970	3.2	0.6	1.95
Promotable																													
Digest of Edu Statistics	923,668	356,887	38.6	0.4	15.46	566,781	61.4	0.4	24.54	255,678	27.7	0.4	11.07	384,436	41.6	0.4	16.65	33,231	3.6	0.4	1.44	66,420	7.2	0.4	2.88	31,658	3.4	0.4	1.37
<b>Final Aval. Base Percentage=</b>						<b>36.2</b>				<b>63.8</b>			<b>26.8</b>			<b>46.8</b>			<b>3.1</b>			<b>5.9</b>			<b>3.3</b>				

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

**Availability Analysis**

Factor	Hispanic Female			AAIAN/NP/ Male			AAIAN/NP/ Female			Two or More Male			Two or More Female			Source of Statistic	Reason for Weight Factor						
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB								
CT Employment Data (Census)	1,965	6.6	0.6	3.95	490	1.6	0.6	0.98	724	2.4	0.6	1.45	205	0.7	0.5	0.41	320	1.1	0.6	0.64	2350	2014-18 ACS EEO-A101R/CT Statewide; Edu Administrators Code 0230; Othe Edu Workers	Some state wide recruitment
Promotable																							Rare promotions into this category
Digest of Edu Statistics	56,147	6.1	0.4	2.43	30,142	3.3	0.4	1.31	48,879	5.3	0.4	2.12	6,178	0.7	0.4	0.27	10,899	1.2	0.4	0.47	Digest of Edu Statistics 2021 Table 314.40 Professional	Some national recruitment	
<b>Final Aval. Base Percentage=</b>				<b>6.4</b>			<b>2.3</b>					<b>3.6</b>					<b>0.7</b>				<b>1.1</b>		





**Availability Analysis**

Occupational Category:  
Job Title:

V. Technical / Paraprofessional  
All

Reporting Date:  
Labor-market area:

March 31, 2023  
Windham/Tolland

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

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

**Availability Analysis**

Factor	Hispanic Female			AAIANHNP1 Male			AAIANHNP1 Female			Two or More Male			Two or More Female			Source of Statistic	Reason for Weight Factor
	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB	Total	DP	VW / AB		
CT Employment Data (Census)	30	4.1 0.5 2.03	20	2.7 0.5 1.35	20	2.7 0.5 1.35	10	1.4 0.5 0.68	10	1.4 0.5 0.68	10	1.4 0.5 0.68			2014-18 ACS EEO-A101R/Windham: Drafter 1541; Library Worker 2350	Many hires from Windham	
CT Employment Data (Census)	55	3.8 0.5 1.92	45	3.1 0.5 1.57	40	2.8 0.5 1.39			0.5			25	1.7 0.5 0.87		2014-18 ACS EEO-A101R/Tolland: Drafter 1541; Library Worker 2350	Some hires from Tolland	
<b>Final Avail. Base Percentage=</b>			<b>3.9</b>			<b>2.9</b>			<b>2.7</b>			<b>0.7</b>			<b>1.5</b>		

**Availability Analysis**

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

Reporting Date: **March 31, 2023**  
Labor-market area: **Windham/Tolland**

Factor	Total Male			Total Female			White Male			White Female			Black Male			Black Female			Hispanic Male											
	Total	DP	AB	Total	DP	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB								
CT Employment Data (Census)	3,103	3,041	98.0	0.4	39,20	62	2.0	0.4	0.80	2,800	90.2	0.4	36,09	54	1.7	0.4	0.70	19	0.6	0.4	0.24	0	0.0	0.4	0.00	64	2.1	0.4	0.83	
Promotable	69	31	44.9	0.2	8.99	38	55.1	0.2	11.01	11	15.9	0.2	3.19	14	20.3	0.2	4.06	1	1.4	0.2	0.29	0	0.0	0.2	0.00	19	27.5	0.2	5.51	
CT Employment Data (Census)	305	297	197.4	0.4	38.95	8	2.6	0.4	1.05	255	83.6	0.4	33.44	6	2.0	0.4	0.79	7	2.3	0.4	0.92	0	0.0	0.4	0.00	23	7.5	0.4	3.02	
<b>Final Avail. Base Percentage=</b>					<b>87.1</b>					<b>12.9</b>			<b>72.7</b>																	<b>9.3</b>

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

**Availability Analysis**

Factor	Hispanic Female			AAIANHNP1 Male			AAIANHNP1 Female			Two or More Male			Two or More Female			Source of Statistic	Reason for Weight Factor												
	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB	Total	DP	AB														
CT Employment Data (Census)	0	0.0	0.4	0.00	79	2.5	0.4	1.02	4	0.1	0.4	0.05	79	2.5	0.4	1.02	4	0.1	0.4	0.05	2014-18 ACS EEO- A101R/Windham: Boilermaker 6210; Carpenter 6230; Electrician 6355; Painter 6410; Plumber 6441; Mechanics 7140; Some hires from Windham								
Promotable	24	34.8	0.2	6.96	0	0.0	0.2	0.06	0	0.0	0.2	0.00	0	0.0	0.2	0.00	0	0.0	0.2	0.00	Category VIII: Maintenance Some promotions from Category VIII: Maintenance								
CT Employment Data (Census)	2	0.7	0.4	0.26	6	2.0	0.4	0.79	0	0.0	0.4	0.00	6	2.0	0.4	0.79	0	0.0	0.4	0.00	2014-18 ACS EEO- A101R/Tolland: Boilermaker 6210; Carpenter 6230; Electrician 6355; Painter 6410; Plumber 6441; Mechanics 7140; Some hires from Tolland								
<b>Final Avail. Base Percentage=</b>					<b>7.2</b>								<b>1.8</b>								<b>1.8</b>								<b>0.1</b>

**Availability Analysis**

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

Reporting Date: **March 31, 2023**  
 Labor-market area: **Windham/Tolland**

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

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

**Availability Analysis**

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



**Availability Analysis**

Occupational Category: **VIII. Maintenance**  
 Job Title: **All**

Reporting Date: **March 31, 2023**  
 Labor-market area: **Windham/Tolland**

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

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

**Availability Analysis**

Factor	Hispanic Female			AAIAN/NHPI Male			AAIAN/NHPI Female			Two or More Male			Two or More Female			Source of Statistic	Reason for Weight Factor
	Total	DP	VW/AB	Total	DP	VW/AB	Total	DP	VW/AB	Total	DP	VW/AB	Total	DP	VW/AB		
CT Employment Data (Census)	255	6.5	0.5 3.26	0.5			0.5			29	0.7	0.5 0.37	10	0.3	0.5 0.13	2014-18 ACS EEO-AI01R/Windham: Groundkeeping Supervisor 4210; Housekeeping Supervisor 4100; Building Cleaning Worker 4220; Ground Maintenance Worker 4251; Material Distributing Worker 5500; Post Service Worker 5540	Many hires from Windham
CT Employment Data (Census)	19	0.6	0.5 0.28	10	0.3	0.5 0.15	50	1.5	0.5 0.74	24	0.7	0.5 0.35	30	0.9	0.5 0.44	2014-18 ACS EEO-AI01R/Tolland: Groundkeeping Supervisor 4210; Housekeeping Supervisor 4100; Building Cleaning Worker 4220; Ground Maintenance Worker 4251; Material Distributing Worker 5500; Post Service Worker 5540	Many hires from Tolland
<b>Final Avail. Base Percentage=</b>			<b>3.5</b>			<b>0.1</b>			<b>0.7</b>			<b>0.7</b>			<b>0.6</b>		

**INTERNAL DATA:**

**Faculty Promotion Pool**

<b>Eligible for Promotion</b>	<b>Total</b>	<b>M</b>	<b>F</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>A A I A N H N P I</b>	<b>A A I A N H N P I</b>	<b>Two or More M</b>	<b>Two or More F</b>
To Professor	28	18	10	17	7			1			3		
Percent	100.0%	64.3%	35.7%	60.7%	25.0%	0.0%	0.0%	3.6%	0.0%	0.0%	10.7%		
To Associate Professor	16	8	8	6	7	1			1		1		
Percent	100.0%	50.0%	50.0%	37.5%	43.8%	6.3%	0.0%	0.0%	6.3%	6.3%	0.0%		

Promotable Pool to Category I: Non-faculty Professional at SUOAF Level 4 & 5

Job Title	Total	M	F	WM	WF	BM	BF	HM	HF	AA	IA	AA	IA	AA	IA	Two or More M	Two or More F
Associate Design & Publication Officer	1	0	1														
Associate Dir of ASC	2	0	2					1									
Associate Dir of Acquisitions	1	0	1														
Associate Dir of Admissions	1	1	0	1													
Associate Dir of Alumni Affairs	1	1	0	1													
Associate Dir of Athletics	1	0	1														
Asso Dir of Center for Comm Eng	1	0	1					1									
Associate Dir of Financial Aid	2	1	1	1													
Associate Dir of Fiscal Affairs	2	1	1	1													
Associate Dir of Health Services	1	0	1														
Associate Director of Housing	2	1	1	1													
Associate Dir of Student Center/Act	1	0	1														
Associate Registrar	2	1	1	1													
Asst Dean - Student Affairs	1	0	1					1									
Asst Dir of Athletics for Comm	1	1	0	1													
Bursar	1	0	1						1								
Campus Architect	1	1	1	1													
Child & Family Center Administrator	1	0	1													1	
Coord of Edu Excellence	1	0	1					1									
Coord of Gallery & Museum Services	1	0	1														
Coordinator of Intercultural Center	1	0	1	0				1									
Coord of Substance Abuse Prev	1	0	1														
Coord of the Pride Center	1	0	1														
Coordinator of Univ Construction	1	1	0	1													
Design and Publications Officer	1	1	0	1													
Director of Admissions for Marketing	1	0	1														
Director of Alumni Affairs	1	1	0	1													
Director of Early Child Edu	1	0	1														
Dir of Enr Health & Safety	1	1	0	1													
Director of Financial Planning	1	0	1														
Dir of New Stu & Family Prog	1	0	1														
Dir of Student Accessibility Services	1	0	1														
Dir of Unity Center	1	0	1													1	
Infrastructure Serv Manager	1	1	0	1													
Learning Mgmt System Admin	2	0	2						1								
Lighting Tech Specialist	1	1	0	1													
Mechanical Design Engineer	1	1	0	1													
Media Technology Manager	1	1	0	1													
Programmer Specialist	3	0	3					3									
Public Relations Officer	2	2	0	1												1	
Senior System Administrator	3	3	0	2													
Social Media & Digital Marketing Coord	1	1	0	1													
Support Center Manager	1	1	0	1													
Tech Dir/Prod Manager - Theatre	1	1	0	1													
Website Manager	1	1	0	1													
<b>Total</b>	<b>56</b>	<b>26</b>	<b>30</b>	<b>23</b>	<b>2</b>	<b>23</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
Percent	100.0%	46.4%	53.6%	41.1%	41.1%	41.1%	3.6%	7.1%	0.0%	3.6%	1.8%	1.8%	1.8%	1.8%	1.8%	0.0%	0.0%

**EXTERNAL DATA SOURCES:**

**2014-18 Census Data: EEO-A1101R for Connecticut**

Used for all categories

**Digest of Education Statistics, 2021/22**

Table 315.20 Used for Faculty Category

Table 314.40 used for Executive and Professional Non Faculty Categories



**EEO Category 3: Professional Non-Faculty/CT Statewide**

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

**EEO Category 4: Secretarial/Clerical/Windham County**

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

**EEO Category 4: Secretarial/Clerical/Tolland County**

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



EEO Category 5: Technical/Paraprofessional/Windham County

	Total All Groups	Hispanic or Latino	White alone	Black or African American		American Indian /Alaska Native		Asian alone		Native Hawaiian /Pacific Islander alone		Balance of not Hispanic or Latino
				alone	alone	alone	alone	alone	alone			
Drafters, engineering technicians, and mapping technicians : 17-3000 / 1541	230	0	215	0	0	0	0	10	0	0	10	
Male	185	0	175	0	0	0	0	0	0	0	0	
Female	45	0	40	0	0	0	10	0	0	0	0	
Percent Total	100.0%	0.0%	93.5%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	4.3%	
Percent Male	80.4%	0.0%	76.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Percent Female	19.6%	0.0%	17.4%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	505	30	435	0	0	0	30	0	0	0	10	
Male	185	0	165	0	0	0	20	0	0	0	0	
Female	325	30	270	0	0	0	10	0	0	0	10	
Percent Total	100.0%	5.9%	86.1%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	2.0%	
Percent Male	36.6%	0.0%	32.7%	0.0%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%	0.0%	
Percent Female	64.4%	5.9%	53.5%	0.0%	0.0%	0.0%	2.0%	0.0%	0.0%	0.0%	2.0%	
All Technical/Paraprofessional Windham County	735	30	650	0	0	0	40	0	0	0	20	
Male	370	0	340	0	0	0	20	0	0	0	10	
Female	370	30	310	0	0	0	20	0	0	0	10	
Percent Total	100.0%	4.1%	88.4%	0.0%	0.0%	0.0%	5.4%	0.0%	0.0%	0.0%	2.7%	
Percent Male	50.3%	0.0%	46.3%	0.0%	0.0%	0.0%	2.7%	0.0%	0.0%	0.0%	1.4%	
Percent Female	50.3%	4.1%	42.2%	0.0%	0.0%	0.0%	2.7%	0.0%	0.0%	0.0%	1.4%	

**EEO Category 5: Technical/Paraprofessional/Tolland County**

	Total All Hispanic Groups or Latino		White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
	Drafters, engineering technicians, and mapping technicians : 17-3000 / 1541	530	0	495	4	0	30	0
Total	530	0	495	4	0	30	0	0
Male	370	0	350	4	0	15	0	0
Female	160	0	145	0	0	15	0	0
Percent Total	100.0%	0.0%	93.4%	0.8%	0.0%	5.7%	0.0%	0.0%
Percent Male	69.8%	0.0%	66.0%	0.8%	0.0%	2.8%	0.0%	0.0%
Percent Female	30.2%	0.0%	27.4%	0.0%	0.0%	2.8%	0.0%	0.0%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	900	55	700	70	0	50	0	25
Total	900	55	700	70	0	50	0	25
Male	290	0	200	60	0	30	0	0
Female	615	55	500	10	0	25	0	25
Percent Total	100.0%	6.1%	77.8%	7.8%	0.0%	5.6%	0.0%	2.8%
Percent Male	32.2%	0.0%	22.2%	6.7%	0.0%	3.3%	0.0%	0.0%
Percent Female	68.3%	6.1%	55.6%	1.1%	0.0%	2.8%	0.0%	2.8%
All Technical/Paraprofessional Tolland County	1430	55	1195	74	0	80	0	25
Total	1430	55	1195	74	0	80	0	25
Male	660	0	550	64	0	45	0	0
Female	775	55	645	10	0	40	0	25
Percent Total	100.0%	3.8%	83.6%	5.2%	0.0%	5.6%	0.0%	1.7%
Percent Male	46.2%	0.0%	38.5%	4.5%	0.0%	3.1%	0.0%	0.0%
Percent Female	54.2%	3.8%	45.1%	0.7%	0.0%	2.8%	0.0%	1.7%

EEO Category 6: Skilled Crafts/Windham County

	Total All Groups		Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
	Count	Percent	Count	Count	Count	Count	Count	Count	Count
<b>Boilermakers :</b>									
47-2011 / 6210									
Total	0	0.0%	0	0	0	0	0	0	0
Male	0	0.0%	0	0	0	0	0	0	0
Female	0	0.0%	0	0	0	0	0	0	0
Percent Total	-	-	-	-	-	-	-	-	-
Percent Male	-	-	-	-	-	-	-	-	-
Percent Female	-	-	-	-	-	-	-	-	-
<b>Carpenters :</b>									
47-2031 / 6230									
Total	815	100.0%	25	770	4	0	0	0	15
Male	815	100.0%	25	770	4	0	0	0	15
Female	0	0.0%	0	0	0	0	0	0	0
Percent Total	100.0%	100.0%	3.1%	94.5%	0.5%	0.0%	0.0%	0.0%	1.8%
Percent Male	100.0%	100.0%	3.1%	94.5%	0.5%	0.0%	0.0%	0.0%	1.8%
Percent Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Electricians :</b>									
47-2111 / 6355									
Total	510	100.0%	0	495	0	0	0	0	15
Male	510	100.0%	0	495	0	0	0	0	15
Female	0	0.0%	0	0	0	0	0	0	0
Percent Total	100.0%	100.0%	0.0%	97.1%	0.0%	0.0%	0.0%	0.0%	2.9%
Percent Male	100.0%	100.0%	0.0%	97.1%	0.0%	0.0%	0.0%	0.0%	2.9%
Percent Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Painters and paperhangers :  
 47-2140 / 6410

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

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

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

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

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

All Skilled Crafts  
 Windham County

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

**EEO Category 6: Skilled Crafts/Tolland County**

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

Painters and paperhangers :  
47-2140 / 6410

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

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

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

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

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

All Skilled Crafts  
Tolland County

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

**EEO Category 7: Protective Services/Windham County**

	<b>Total All Groups</b>	<b>Hispanic or Latino</b>	<b>White alone</b>	<b>Black or African American alone</b>	<b>American Indian /Alaska Native alone</b>	<b>Asian alone</b>	<b>Native Hawaiian /Pacific Islander alone</b>	<b>Balance of not Hispanic or Latino</b>
<b>First-line supervisors of law enforcement workers : 33-1010 / 3700</b>								
Total	80	10	70	0	0	0	0	0
Male	70	0	70	0	0	0	0	0
Female	10	10	0	0	0	0	0	0
Percent Total	100.0%	12.5%	87.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	87.5%	0.0%	87.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	12.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Police officers : 33-3050 / 3870</b>								
Total	350	15	335	0	0	0	0	0
Male	340	15	325	0	0	0	0	0
Female	10	0	10	0	0	0	0	0
Percent Total	100.0%	4.3%	95.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	97.1%	4.3%	92.9%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	2.9%	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Other protective service workers : 33-90YY / 3900</b>								
Total	110	30	80	0	0	0	0	0
Male	80	20	60	0	0	0	0	0
Female	30	10	20	0	0	0	0	0
Percent Total	100.0%	27.3%	72.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	72.7%	18.2%	54.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	27.3%	9.1%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>All Protective Services Windham County</b>								
Total	540	55	485	0	0	0	0	0
Male	490	35	455	0	0	0	0	0
Female	50	20	30	0	0	0	0	0
Percent Total	100.0%	10.2%	89.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	90.7%	6.5%	84.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	9.3%	3.7%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%

**EEO Category 7: Protective Services/Tolland County**

	Total All Groups	Hispanic or Latino	White alone	Black or African American			American Indian / Alaska Native		Asian alone	Native Hawaiian / Pacific Islander alone	Balance of not Hispanic or Latino
				alone	alone	alone	alone	alone			
First-line supervisors of law enforcement workers : 33-1010 / 3700	95	0	95	0	0	0	0	0	0	0	0
Male	90	0	90	0	0	0	0	0	0	0	0
Female	4	0	4	0	0	0	0	0	0	0	0
Percent Total	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	94.7%	0.0%	94.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	4.2%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Police officers : 33-3050 / 3870	405	0	395	0	0	0	0	0	0	0	15
Male	355	0	345	0	0	0	0	0	0	0	15
Female	50	0	50	0	0	0	0	0	0	0	0
Percent Total	100.0%	0.0%	97.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%
Percent Male	87.7%	0.0%	85.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%
Percent Female	12.3%	0.0%	12.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other protective service workers : 33-90YY / 3900	275	50	190	0	0	0	0	0	0	0	35
Male	180	50	130	0	0	0	0	0	0	0	0
Female	95	0	60	0	0	0	0	0	0	0	35
Percent Total	100.0%	18.2%	69.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.7%
Percent Male	65.5%	18.2%	47.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent Female	34.5%	0.0%	21.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.7%
All Protective Services Tolland County	775	50	680	0	0	0	0	0	0	0	50
Male	625	50	565	0	0	0	0	0	0	0	15
Female	149	0	114	0	0	0	0	0	0	0	35
Percent Total	100.0%	6.5%	87.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.5%
Percent Male	80.6%	6.5%	72.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%
Percent Female	19.2%	0.0%	14.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%



**EEO Category 8: Maintenance/Windham County**

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

Grounds maintenance workers :  
37-3010 / 4251

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

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

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

Postal service workers :  
43-5050 / 5540

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

All Maintenance  
Windham County

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

**EEO Category 8: Maintenance/Tolland County**

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

Grounds maintenance workers :  
 37-3010 / 4251

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

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

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

Postal service workers :  
 43-5050 / 5540

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

All Maintenance  
 Tolland County

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

Digest of Education Statistics

Digest of Education Statistics, Table 315.20. Fall 2021  
Faculty Data

Academic Rank	TOTAL		TOTAL		WHITE		BLACK		HISPANIC		AAIANHNP		Two or More	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
<b>PROFESSOR</b>	117,338 64.0%	65,932 36.0%	91,213 49.8%	51,610 28.2%	4,255 2.3%	3,308 1.8%	4,739 2.6%	3,083 1.7%	16,347 8.9%	7,318 4.0%	784 1.2%	613 0.9%		
<b>ASSOCIATE PROFESSOR</b>	80,989 52.5%	73,413 47.5%	59,521 38.5%	54,170 35.1%	4,196 2.7%	5,194 3.4%	4,362 2.8%	3,975 2.6%	12,022 7.8%	9,179 5.9%	888 1.2%	895 1.2%		
<b>ASSISTANT PROFESSOR</b>	69,529 44.7%	85,915 55.3%	47,792 30.7%	59,310 38.2%	4,694 3.0%	7,972 5.1%	4,520 2.9%	5,260 3.4%	11,433 7.4%	11,664 7.5%	1,090 1.3%	1,709 2.0%		

(Original data prepared in Jan. 2023)

Table 315.20. Full-time faculty in degree-granting postsecondary institutions, by race/ethnicity, sex, and academic rank: Fall 2019, fall 2020, and fall 2021

Year, sex, and academic rank	Total		American Indian/Alaska Native, Asian, Black, Hispanic, Pacific Islander, and Two or more races						Two or more races			Race/ethnicity unknown	
	Total	Percent(2)	American Indian/Alaska Native		Asian/Pacific Islander		Black	Hispanic	Two or more races	White	Nonresident(1)	Nonresident(1)	
			Total	Percent(2)	Total	Percent(2)							
2021	837,109	26.7	3,290	94,184	92,949	1,235	48,383	46,155	10,414	557,044	27,389	50,250	
Males	435,133	26.0	1,528.0	52,696.0	52,111.0	585.0	20,170.0	22,598.0	4,610.0	288,427.0	14,194	30,910	
Professors	120,922	22.3	311	16,036	15,913	123	4,255	4,739	784	91,213	2,357	1,227	
Associate professors	85,432	26.5	275	11,747	11,618	129	4,196	4,362	888	59,521	2,468	1,975	
Assistant professors	91,461	31.3	281	11,152	11,022	130	4,694	4,520	1,090	47,792	3,732	8,200	
Instructors	41,303	25.7	327	2,568	2,463	105	2,737	3,670	630	28,735	1,604	1,032	
Lecturers	20,155	21.4	77	1,279	1,264	15	995	1,356	256	14,530	786	876	
Other faculty	85,860	28.3	257	9,914	9,831	83	3,293	3,951	962	46,636	3,247	17,600	
Females	401,976	27.3	1,762	41,488	40,838	650	28,213	23,557	5,804	268,617	13,195	19,340	
Professors	67,596	21.7	265	7,053	6,920	133	3,308	3,083	613	51,610	1,204	460	
Associate professors	76,576	26.2	299	8,880	8,746	134	5,194	3,975	995	54,170	1,988	1,175	
Assistant professors	95,448	31.0	402	11,262	11,121	141	7,972	5,260	1,709	59,310	3,993	5,540	
Instructors	55,257	27.5	352	3,659	3,526	133	4,792	4,678	948	37,968	2,045	815	
Lecturers	26,089	23.7	90	2,021	1,999	22	1,340	1,944	362	18,559	860	913	
Other faculty	81,010	30.3	354	8,613	8,526	87	5,607	4,617	1,277	47,000	3,105	10,437	

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Spring 2020 through Spring 2022 Human Resources component, Fall Staff section. (This table was prepared January 2023.)

Digest of Education Statistics, Table 314.40, Fall 2020  
 Management and Professionals

STAFF	TOTAL		TOTAL		WHITE		BLACK		HISPANIC		AAIANHNP		Two or More	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Management	108,215 42.3%	147,360 57.7%	84,249 33.0%	107,965 42.2%	10,046 3.9%	18,215 7.1%	7,113 2.8%	11,413 4.5%	5,522 2.2%	7,611 3.0%	1,285 0.5%	2,156 0.8%	1,004 0.5%	2,870 1.3%
Business & Financial Operations	58,449 26.8%	159,620 73.2%	41,452 19.0%	107,215 49.2%	5,677 2.6%	19,527 9.0%	5,937 2.7%	16,859 7.7%	4,379 2.0%	13,149 6.0%	1,004 0.5%	2,870 1.3%	1,004 0.5%	2,870 1.3%
Computers, Science & Engineering	129,182 59.5%	88,056 40.5%	93,300 42.9%	57,042 26.3%	8,194 3.8%	7,445 3.4%	10,649 4.9%	7,669 3.5%	14,814 6.8%	14,189 6.5%	2,225 1.0%	1,711 0.8%	2,225 1.0%	1,711 0.8%
Community, Social Service, Legal, arts, design,	77,371 43.2%	101,589 56.8%	57,645 32.2%	71,838 40.1%	9,647 5.4%	12,070 6.7%	6,038 3.4%	10,401 5.8%	2,709 1.5%	5,050 2.8%	1,332 0.7%	2,230 1.2%	1,332 0.7%	2,230 1.2%
Healthcare Practitioners & Technicians	29,832 28.0%	76,733 72.0%	19,435 18.2%	51,005 47.9%	2,652 2.5%	9,334 8.8%	2,672 2.5%	6,933 6.5%	4,568 4.3%	8,189 7.7%	505 0.5%	1,272 1.2%	505 0.5%	1,272 1.2%
Librarians, Curators, & Archivists	10,970 29.5%	26,163 70.5%	8,777 23.6%	20,185 54.4%	654 1.8%	2,123 5.7%	819 2.2%	1,612 4.3%	569 1.5%	1,760 4.7%	151 0.4%	483 1.3%	151 0.4%	483 1.3%
Student & Academic Affairs & Other Education Services	51,083 30.8%	114,620 69.2%	35,069 21.2%	77,151 46.6%	6,407 3.9%	15,921 9.6%	5,543 3.3%	12,673 7.6%	3,103 1.9%	6,542 3.9%	961 0.8%	2,333 2.0%	961 0.8%	2,333 2.0%
All Professional	356,887 38.6%	566,781 61.4%	255,678 27.7%	384,436 41.6%	33,231 3.6%	66,420 7.2%	31,658 3.4%	56,147 6.1%	30,142 3.3%	48,879 5.3%	6,178 1.1%	10,899 1.9%	6,178 1.1%	10,899 1.9%

(Original data prepared in February 2022)

Table 314.40. Employees in degree-granting postsecondary institutions, by race/ethnicity, sex, employment status, control and level of institution, and primary occupation: Fall 2020

Sex, employment status, control and level of institution, and primary occupation	Black, Hispanic, Asian, Pacific Islander, American Indian/Alaska Native, and Two or more races											Race/ethnicity unknown	Non-resident alien
	Total	White	Total cent\2	Black	Hispanic	Asian	Pacific Islander	American Indian/Alaska Native	Two or more races	Race/ethnicity unknown			
										12	13		
<b>All institutions</b>	3,811,104	2,419,090	29.8	365,977	313,707	260,870	7,159	18,625	58,132	161,361	206,183		
<b>Males</b>	1,695,000	1,081,250	27.9	135,017	128,037	121,428	3,139	7,772	22,745	75,291	120,321		
Faculty (instruction/research/public service)	734,605	503,916	24.0	40,858	40,227	66,453	1,114	2,868	7,579	36,429	35,161		
Instruction	666,208	470,304	23.5	39,031	37,349	57,195	1,048	2,753	6,908	33,600	18,020		
Research	53,446	23,404	32.1	1,017	2,039	7,379	47	74	496	2,328	16,662		
Public service	14,951	10,208	26.9	810	839	1,879	19	41	175	501	479		
Graduate assistants	188,950	74,779	31.7	6,275	10,964	13,080	212	370	3,778	9,680	69,812		
Librarians, curators, and archivists	11,432	6,777	20.0	654	819	497	13	59	151	358	104		
Student and academic affairs and other education services	54,167	35,069	31.3	6,407	5,543	2,503	222	378	961	2,247	837		
Management	112,001	84,249	22.1	10,046	7,113	4,825	194	503	1,285	3,097	689		
Business and financial operations	61,752	41,452	29.1	5,677	5,937	3,921	149	309	1,004	2,521	782		
Computer, engineering, and science	142,355	93,300	27.8	8,194	10,649	13,998	249	567	2,225	4,891	8,282		
Community, social service, legal, arts, design, entertainment, sports, and media	81,424	57,645	25.5	9,647	6,038	2,073	241	395	1,332	3,427	626		
Healthcare practitioners and technicians	33,660	19,435	34.9	2,652	2,672	4,428	46	94	505	2,117	1,711		
Service occupations	128,494	68,995	43.7	26,661	19,394	4,346	390	1,116	1,656	4,943	993		
Sales and related occupations	3,626	2,205	36.0	562	419	122	9	26	105	163	15		
Office and administrative support	64,588	36,374	40.4	9,218	9,934	3,544	133	417	1,366	2,626	976		
Natural resources, construction, and maintenance	63,774	45,894	25.0	6,106	6,675	1,215	124	551	647	2,289	273		
Production, transportation, and material moving	14,172	9,160	32.7	2,060	1,653	423	43	119	151	503	60		
<b>Females</b>	2,116,104	1,337,840	31.2	230,960	185,670	139,442	4,020	10,853	35,387	86,070	85,862		
Faculty (instruction/research/public service)	754,810	513,010	26.0	63,574	43,535	58,040	1,276	3,485	10,357	38,623	22,910		
Instruction	697,046	482,855	25.5	60,753	40,227	50,322	1,211	3,313	9,500	35,976	12,889		
Research	41,575	19,342	35.1	1,504	2,362	5,827	43	97	625	2,099	9,676		
Public service	16,189	10,813	29.3	1,317	946	1,891	22	75	232	548	345		
Graduate assistants	188,509	86,886	33.5	10,878	13,640	13,448	196	545	4,979	10,006	47,931		
Librarians, curators, and archivists	27,078	20,185	22.8	2,123	1,612	1,496	94	170	483	731	184		
Student and academic affairs and other education services	120,147	77,151	32.7	15,921	12,673	5,379	325	838	2,333	4,394	1,133		
Management	151,785	107,965	26.7	18,215	11,413	6,672	210	729	2,156	3,764	661		
Business and financial operations	166,489	107,215	32.8	19,527	16,859	11,941	354	854	2,870	5,379	1,490		
Computer, engineering, and science	97,001	57,042	35.2	7,445	7,669	13,664	118	407	1,711	3,238	5,707		
Community, social service, legal, arts, design, entertainment, sports, and media	105,822	71,838	29.3	12,070	10,401	4,093	300	657	2,230	3,497	736		
Healthcare practitioners and technicians	81,994	51,005	33.5	9,334	6,933	7,806	111	272	1,272	3,485	1,776		
Service occupations	96,407	44,379	51.5	22,341	18,467	4,015	288	738	1,303	3,680	1,196		
Sales and related occupations	6,942	4,153	37.5	1,186	831	233	21	42	174	269	33		
Office and administrative support	310,471	191,770	36.0	46,778	40,728	12,398	706	2,041	5,386	8,651	2,013		
Natural resources, construction, and maintenance	5,528	3,483	33.3	868	560	171	15	41	81	241	68		
Production, transportation, and material moving	3,121	1,758	41.1	700	349	86	6	34	52	112	24		

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Spring 2021, Human Resources component. (This table was prepared February 2022.)



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

**SECTION 46a-68-85**

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

**Subsection (a):**

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

**Subsection (b):**

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

**Subsection (c):**

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

I. Executive

Category/Class:  
Labor Market Area:  
Data Resource:

C1/National  
Avail/Workforce Anal

Data Current To: March 31, 2023

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
WORKFORCE %	100	48.1	51.9	33.3	40.7	11.1	3.7	3.7	3.7	0.0	3.7	0.0	0.0
FINAL AVAILABILITY BASE %	100	41.1	58.9	32.3	45.4	3.6	5.8	2.7	4.7	1.8	2.4	0.7	0.7
WORKFORCE NOS.	27	13	14	9	11	3	1	1	1	0	1	0	0
WORKFORCE PARITY NOS.	27	11.1	15.9	8.7	12.2	1.0	1.6	0.7	1.3	0.5	0.7	0.2	0.2
NET UTILIZATION (+/-)	0	1.9	-1.9	0.3	-1.2	2.0	-0.6	0.3	-0.3	-0.5	0.3	-0.2	-0.2
PREVIOUS UTILIZATION	0	0.6	-0.6	0.3	0.5	1.9	-0.8	-0.9	0.6	-0.6	-0.8	-0.2	-0.2
Previous Plan Goals	2	1	1			1				1			
Current Plan Lifes	2	1	1	1	1								
Current Plan Goals	2	1	1						1	1			
Previous Plan Goals	2	1	1					1			1		
Current Plan Promotions	4	1	3		1			1	1		1		
Current Plan Goals	2	0	2		1		1						
Previous Plan Goals	0	0											
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										

\*If goal includes III & 2I

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HINPI Male	AAIAN HINPI Female	2 or More Male	2 or More Female
WORKFORCE %	100	53.4	46.6	35.2	35.2	9.1	2.3	4.5	1.1	4.5	6.8	0.0	1.1
FINAL AVAILABILITY BASE %	100	63.5	36.5	58.9	25.8	0.2	0.3	3.5	0.2	0.8	10.2	0.1	0.1
WORKFORCE NOS.	88	47	41	31	31	8	2	4	1	4	6	0	1
WORKFORCE PARITY NOS.	88	55.9	32.1	51.9	22.7	0.2	0.2	3.0	0.2	0.7	8.9	0.1	0.1
NET UTILIZATION (+/-)	0	-8.9	8.9	-20.9	8.3	7.8	1.8	1.0	0.8	3.3	-2.9	-0.1	0.9
PREVIOUS UTILIZATION	0	-3.5	3.5	-18.0	6.3	7.8	2.7	1.5	0.8	5.2	-3.0	-0.1	-3.3
Previous Plan Goals	0	0	0										
Current Plan Lives	0	0	0										
Current Plan Goals	0	0	0										
Previous Plan Goals	24	18	6	18						3		3	
Current Plan Promotions	3	1	2	1	1					1			
Current Plan Goals	24	21	3	21						3			
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										

II. Faculty - Associate Professor

Category/Class:  
Labor Market Area:  
Data Resource:

CI/National

Avail/Workforce Avail.

Data Current To:

March 31, 2023

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female	
WORKFORCE %	1000	58.6	41.4	46.6	24.1	3.4	5.2	3.4	3.4	5.2	6.9	0.0	0.0	A
FINAL AVAILABILITY BASE %	1000	50.0	50.0	37.5	43.0	5.8	0.4	0.3	5.9	6.4	0.6	0.1	0.1	B
WORKFORCE NOS.	58	34	24	27	14	2	3	2	2	3	4	0	0	C
WORKFORCE PARITY NOS.	58	29.0	29.0	21.7	25.0	3.4	0.2	0.2	3.4	3.7	0.4	0.0	0.0	D
NET UTILIZATION (+/-)	0	5.0	-5.0	5.3	-11.0	-1.4	2.8	1.8	-1.4	-0.7	3.6	0.0	0.0	E
PREVIOUS UTILIZATION	0	5.0	-5.0	6.3	1.8	0.9	2.8	0.9	-1.7	-3.0	-5.7	0.0	0.0	F
Previous Plan Goals	0	0	0											G
Current Plan Hires	1	1	0			1								H
Current Plan Goals	0	0	0											I
Previous Plan Goals	14	3	11						5	3	6			J
Current Plan Promotions	6	3	3	3					1		2			K
Current Plan Goals	14	2	12		11	1			1	1				L
Previous Plan Goals	0	0	0											M
Current Plan Promotions	0	0	0											N
Current Plan Goals	0	0	0											O
UPWARD/CAREER MOBILITY GOALS														

II. Faculty - Assistant Professor

CI/National

Avail/Workforce Anal.

Data Current To:

March 31, 2023

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
WORKFORCE %	100	+4.8	55.2	27.6	34.5	0.0	0.0	3.4	3.4	13.8	13.8	0.0	3.4 A.
FINAL AVAILABILITY BASE %	100	+5.3	54.5	31.8	38.1	2.8	+0.9	2.8	3.2	7.3	7.3	0.7	1.1 B.
WORKFORCE NOS.	29	13	16	8	10	0	0	1	1	4	4	0	1 C.
WORKFORCE PARITY NOS.	29	13.2	15.8	9.2	11.0	0.8	1.4	0.8	0.9	2.1	2.1	0.2	0.3 D.
NET UTILIZATION (+/-)	0	-0.2	0.2	-1.2	-1.0	-0.8	-1.4	0.2	0.1	1.9	1.9	-0.2	0.7 E.
PREVIOUS UTILIZATION	0	-0.1	0.1	-2.4	-2.4	0.1	-1.6	0.0	0.9	2.5	3.5	-0.2	-0.3 F.
Previous Plan Goals	7	2	5	2	2		2						1 G.
Current Plan Uses	3	2	1	2									1
Current Plan Goals	4	2	2	1	1	1	1						
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										



III. Professional Nonfaculty

CU/National

Avail/Workforce Amt

Data Current To:

March 31, 2023

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
WORKFORCE %	100	42.2	57.8	34.1	43.7	3.7	5.2	3.0	6.7	1.5	0.7	0.0	1.5 A
FINAL AVAILABILITY BASE %	100	36.2	63.8	26.8	46.8	3.1	5.9	3.3	6.4	2.3	3.6	0.7	1.1 B
WORKFORCE NOS.	135	57	78	46	59	5	7	4	9	2	1	0	2 C
WORKFORCE PARTY NOS.	135	48.9	86.1	36.1	63.2	4.2	8.0	4.5	8.6	3.1	4.8	0.9	1.5 D
NET UTILIZATION (+/-)	0	8.15	-8.15	9.9	-4.2	0.8	-1.0	-0.5	0.4	-1.1	-3.8	-0.9	0.5 E
PREVIOUS UTILIZATION	0	6.5	-6.5	10.1	-0.6	0.1	-0.3	-2.1	-1.8	-0.8	-2.4	-0.8	-1.4 F
Previous Plan Goals	10	4	6		1			2	2	1	2	1	1 G
Current Plan Hires	26	10	16	4	12	3	1	3	2				1 H
Current Plan Goals	12	3	9		4		1	1		1	4	1	1 I
Previous Plan Goals	0	0	0										1 J
Current Plan Promotions	1	0	1		1								1 K
Current Plan Goals	0	0	0										1 L
Previous Plan Goals	0	0	0										1 M
Current Plan Promotions	0	0	0										1 N
Current Plan Goals	0	0	0										1 O

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 of More Male	2 of More Female
WORKFORCE %	100	0.0	100.0	0.0	74.2	0.0	6.5	0.0	12.9	0.0	6.5	0.0	0.0
FINAL AVAILABILITY BASE %	100	17.9	82.1	13.6	71.5	2.6	2.5	1.6	6.6	0.0	0.8	0.1	0.7
WORKFORCE NOS.	31	0	31	0	23	0	2	0	4	0	2	0	0
WORKFORCE PARITY NOS.	31	5.6	25.4	4.2	22.2	0.8	0.8	0.5	2.0	0.0	0.3	0.0	0.2
NET UTILIZATION (+/-)	0	-5.6	5.6	-4.2	0.8	-0.8	1.2	-0.5	2.0	0.0	1.7	0.0	-0.2
PREVIOUS UTILIZATION	0	-5.9	5.9	-4.5	2.4	-0.9	2.2	-0.5	0.8	0.0	0.7	0.0	-0.2
Previous Plan Goals	7	7	0	5		1		1					
Current Plan Lives	7	0	7		6		1						
Current Plan Goals	6	6	0	4		1		1					
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
UPWARD/CAREER MOBILITY GOALS	0	0	0										



V. Technical Paraprofessional

CI/Windham

Avail/Workforce Anal

Data Current To:

March 31, 2023

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
WORKFORCE %	100	50.0	50.0	50.0	25.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0	0.0
FINAL AVAILABILITY BASE %	100	48.0	52.0	42.2	43.4	2.2	0.3	0.0	3.9	2.9	2.7	0.7	1.5
WORKFORCE NOS.	4	2	2	2	1	0	0	0	1	0	0	0	0
WORKFORCE PARITY NOS.	4	1.9	2.1	1.7	1.7	0.1	0.0	0.0	0.2	0.1	0.1	0.0	0.1
NET UTILIZATION (+/-)	0	0.1	-0.1	0.3	-0.7	-0.1	0.0	0.0	0.8	-0.1	-0.1	0.0	-0.1
PREVIOUS UTILIZATION	0	-0.9	0.9	-0.5	-0.6	-0.1	1.0	0.0	0.8	-0.2	-0.2	0.0	-0.1
Previous Plan Goals	2	1	1	1	1								
Current Plan Hires	0	0	0										
Current Plan Goals	1	0	1		1								
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
Previous Plan Goals	0	0											
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
UPWARD/CAREER MOBILITY GOALS	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										

VI. Skilled Crafts

Category/Class:  
Labor Market Area:  
Data Resource:

Windham County  
Avail/Workforce Anal

Data Current To: March 31, 2023

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNP Male	AAIAN NPI Female	2 or More Male	2 or More Female
WORKFORCE %	100	97.1	2.9	85.7	2.9	2.9	0.0	8.6	0.0	0.0	0.0	0.0	0.0
FINAL AVAILABILITY BASE %	100	87.1	12.9	72.7	5.5	1.5	0.0	9.3	7.2	1.8	0.1	1.8	0.1
WORKFORCE NOS.	35	34	1	30	1	1	0	3	0	0	0	0	0
WORKFORCE PARITY NOS.	35	30.5	4.5	25.5	1.9	0.5	0.0	3.3	2.5	0.6	0.0	0.6	0.0
NET UTILIZATION (+/-)	0	3.5	-3.5	4.5	-0.9	0.5	0.0	-0.3	-2.5	-0.6	0.0	-0.6	0.0
PREVIOUS UTILIZATION	0	3.5	-3.5	3.7	-0.9	1.5	0.0	-1.3	-2.6	0.4	0.0	-0.6	0.0
Previous Plan Goals	6	2	4		1			1	3			1	
Current Plan Hires	6	6	0	5				1					
Current Plan Goals	6	2	4		1				3	1		1	
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										

VII. Protective Services

Category/Class:  
Job Market Area:  
Data Resource:

CI/Windham

Avail/Workforce Anal

Data Current To:

March 31, 2023

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNP Male	AAIAN NPI Female	2 or More Male	2 or More Female	
WORKFORCE %	100	61.1	38.9	38.9	33.3	0.0	0.0	11.1	5.6	5.6	0.0	5.6	0.0	A.
FINAL AVAILABILITY BASE %	100	85.8	14.2	78.4	10.1	0.0	0.0	6.5	1.9	0.0	0.0	1.0	2.2	B.
WORKFORCE NOS.	18	11	7	7	6	0	0	2	1	1	0	1	0	C.
WORKFORCE PARITY NOS.	18	15.7	2.6	14.1	1.8	0.0	0.0	1.2	0.3	0.0	0.0	0.2	0.4	D.
NET UTILIZATION (+/-)	0	-4.4	4.4	-7.1	-4.2	0.0	0.0	0.8	0.7	1.0	0.0	0.8	-0.4	E.
PREVIOUS UTILIZATION	0	-3.4	3.4	-4.1	-4.2	0.0	0.0	-0.2	-0.3	1.0	0.0	-0.2	-0.4	F.
Previous Plan Goals	6	4	2	4					1				1	G.
Current Plan Hires	3	1	2		1			1	1					H.
Current Plan Goals	7	7	0	7										I.
Previous Plan Goals	0	0	0											J.
Current Plan Promotions	0	0	0											K.
Current Plan Goals	0	0	0											L.
Previous Plan Goals	0	0	0											M.
Current Plan Promotions	0	0	0											N.
Current Plan Goals	0	0	0											O.

VIII. Maintenance

Category/Class:  
Labor Market Area:  
Data Resource:

Windham County  
April/Workforce Anal

Data Current To:

March 31, 2023

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
WORKFORCE %	100	44.9	55.1	15.9	20.3	1.4	0.0	27.5	34.8	0.0	0.0	0.0	0.0
FINAL AVAILABILITY BASE %	100	68.8	31.2	56.9	26.0	2.0	0.3	9.1	3.5	0.1	0.7	0.7	0.6
WORKFORCE NOS.	69	31	38	11	14	1	0	19	24	0	0	0	0
WORKFORCE PARITY NOS.	69	47.5	21.5	39.2	17.9	1.4	0.2	6.3	2.4	0.1	0.5	0.5	0.4
NET UTILIZATION (+/-)	0	-16.5	16.5	-28.2	-3.9	-0.4	-0.2	12.7	21.6	-0.1	-0.5	-0.5	-0.4
PREVIOUS UTILIZATION	0	-15.1	15.1	-26.1	-4.4	-0.3	-0.2	11.9	20.6	-0.1	-0.5	-0.5	-0.4
Previous Plan Goals	33	28	5	26	4	1				1	1	1	1
Current Plan Hires	14	9	5	3	2			5	3			1	1
Current Plan Goals	36	30	6	28	4	1				1	1	1	1
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										
Previous Plan Goals	0	0	0										
Current Plan Promotions	0	0	0										
Current Plan Goals	0	0	0										

\*BM goal includes BM & BI; 2f includes 2f & AM

## **9. EMPLOYMENT ANALYSIS**

### **SECTION 46a-68-86**

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

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

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

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

FORM 86A

Category: **I. Executive**

Titles: **All**

Date: March 31, 2023

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	27	13	14	9	11	3	1	1	1		1		
Workforce #, Previous	30	13	17	10	14	3	1		2				
Net Change	-3		-3	-1	-3			+1	-1		+1		
Hires	2	1	1	1	1								
Promotion into Category	4	1	3		1			1	1		1		
Transfer In													
Total Increases	6	2	4	1	2			1	1		1		
Transfer Out													
End of Contract													
Retirements	6	1	5	1	4				1				
Return to Faculty													
Resignations	3	1	2	1	1				1				
Total Reductions	9	2	7	2	5				2				
Promotion within Category	1		1						1				

\*AA: AAIANIINPI 2: Two or more races



FORM 86A

Category: **II. Faculty**

Titles: **All**

Date: March 31, 2023

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	175	94	81	66	55	10	5	7	4	11	14		3
Workforce #, Previous	190	102	88	69	61	10	6	9	4	14	15		2
Net Change	-15	-8	-7	-3	-6		-1	-2		-3	-1		+1
Hires	4	3	1	2		1							1
Return from Mgmt.													
Total Increases	4	3	1	2		1							1
End of Contract													
Promotion to Management	2		2		1							1	
Retirements	13	8	5	4	4		1	2		2			
Resignations	4	3	1	1	1	1				1			
Total Reductions	19	11	8	5	6	1	1	2		3	1		
Promotion within Category													

\*AA: AAIANINPI 2: Two or more races



FORM 86A

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

Date: March 31, 2023

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	29	13	16	8	10			1	1	4	4		1
Workforce #, Previous	35	16	19	9	11	1		1	2	5	6		
Net Change	-6	-3	-3	-1	-1	-1			-1	-1	-2		+1
Hires	3	2	1	2									1
Promotions into Rank													
Total Increases	3	2	1	2									1
Promotion to Associate	6	3	3	3					1		2		
End of Contract													
Retirements													
Resignations	3	2	1		1	1				1			
Total Reductions	9	5	4	3	1	1			1	1	2		
Promotion within Category													

FORM 86A

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

Date: March 31, 2023

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	58	34	24	27	14	2	3	2	2	3	4		1
Workforce #, Previous	56	33	23	27	15	1	3	2	1	3	3		1
Net Change	+2	+1	+1		-1	+1			+1		+1		
Hires	1	1				1							
Promotions from Asst.	6	3	3	3					1		2		
Total Increases	7	4	3	3		1			1		2		
Promotion to Professor	3	1	2	1	1						1		
Promote to Management													
Retirements (Vol.)	2	2		2									
Retirements (Invol.)													
Resignations													
Total Reductions	5	3	2	3	1						1		
Promotion within Category													

\*AA: AA/IANI/NPI 2: Two or more races

FORM 86A

Category: **II. Faculty**

Titles: **Professor**

Date: March 31, 2023

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	88	47	41	31	31	8	2	4	1	4	6		1
Workforce #, Previous	99	53	46	33	35	8	3	6	1	6	6		1
Net Change	-11	-6	-5	-2	-4		-1	-2		-2			
Hires													
Promotions from Assoc	3	1	2	1	1							1	
Return from Management													
Total Increases	3	1	2	1	1							1	
Promoted to Management	2		2		1							1	
Retirements (Vol.)	11	6	5	2	4		1	2		2			
Retirements (Invol.)													
Resignations	1	1		1									
Total Reductions	14	7	7	3	5		1	2		2	1		
Promotion within Category													

\*AA: AAIANHNPI 2: Two or more races

FORM 86A

Category: **III. Prof. Nonfaculty**

Titles: **All**

Date: March 31, 2023

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	135	57	78	46	59	5	7	4	9	2	1		2
Workforce #, Previous	125	51	74	43	56	4	7	2	8	2	2		1
Net Change	+10	+6	+4	+3	+3	+1		+2	+1		-1		+1
Hires	26	10	16	4	12	3	1	3	2				1
Transfer													
Promote from Category 4			1		1								
Total Increases	27	10	17	4	13	3	1	3	2				1
Promotion to Category 1	2	1	1					1	1				
End of Contract													
Retirements (Vol.)	11	2	9	1	7	1	1				1		
Retirements (Invol.)													
Resignations	4	1	3		3	1							
Total Reductions	17	4	13	1	10	2	1	1	1		1		
Promotion within Category	11	6	5	5	3	1	2						

\*AA: AAIANIINPI 2: Two or more races

FORM 86A

Category: **IV. Secretarial / Clerical**

Titles: **All**

Date: March 31, 2023

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	31		31		23		2		4		2		
Workforce #, Previous	33		33		25		2		4		2		
Net Change	-2		-2		-2								
Hires	7		7		6		1						
Demotion from Cat 3													
Total Increases	7		7		6		1						
Death													
Promotion to Cat. III	1		1		1								
End of Contract													
Retirements	7		7		6		1						
Resignations	1		1		1								
Total Reductions	9		9		8		1						
Promotion within Category													

\*AA: AA|AN|HN|PI 2: Two or more races

FORM 86A

Category: **V. Technical / Paraprofessional**

Titles: **All**

Date: March 31, 2023

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	4	2	2	2	1				1				
Workforce #, Previous	6	2	4	2	2		1		1				
Net Change	-2		-2		-1		-1						
Hires													
Transfer In													
Total Increases													
Dismissal													
Transfer													
Promoted to Cat III													
Retirements	2		2		1		1						
Resignations													
Total Reductions	2		2		1		1						
Promotion within Category													

\*AA: AA|AN|HN|PI 2: Two or more races

FORM 86A

Category: **VI. Skilled Crafts**

Titles: **All**

Date: March 31, 2023

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	35	34	1	30	1	1			3				
Workforce #, Previous	36	35	1	30	1	2			2		1		
Net Change	-1	-1				-1			+1		-1		
Hires	6	6		5					1				
Promotions into Cat.													
Transfer In													
Total Increases	6	6		5					1				
Termination													
Discharge													
Layoffs													
Retirements	6	6		5		1							
Death													
Resignations	1	1									1		
Total Reductions	7	7		5		1					1		
Promotion within Category													

\*AA: AAIANIINPI 2: Two or more races

FORM 86A

Category: VII. Protective Services  
 Titles: All

Date: March 31, 2023

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	18	11	7	7	6			2	1	1		1	
Workforce #, Previous	18	12	6	9	6			1		1		1	
Net Change		-1	+1	-2				+1	+1				
Hires	3	1	2		1			1	1				
Transfer In													
Total Increases	3	1	2		1			1	1				
Death													
Transfer Out													
Layoff													
Retirements	3	2	1	2	1								
Discharge													
Resignations													
Total Reductions	3	2	1	2	1								
Promotion within Category													

\*AA: AAIANIINPI 2: Two or more races



FORM 86A

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

Date: March 31, 2023

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	69	31	38	11	14	1		19	24				
Workforce #, Previous	67	31	36	12	13	1		18	23				
Net Change	+2		+2	-1	+1			+1	+1				
Hires	14	9	5	3	2			5	3			1	
Transfer In													
Total Increases	14	9	5	3	2			5	3			1	
Discharge													
Death													
Promoted to Cat. 6													
Retirements	6	3	3	2	1			1	2				
Resignations	6	6		2				3				1	
Total Reductions	12	9	3	4	1			4	2			1	
Promotion within Category	1		1		1								

\*AA: AAIAHHNPI 2: Two or more races

FORM 86B1

Category: **I. Executive**

Titles: **All**

Date: March 31, 2023

Applicant Flow Analysis: Hires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Reemployment list																
Employment list																
Transfer list																
Other applicants																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	102	89	13	86	12	1	1	1							1	
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	13	9	4	8	4										1	
Not offered position	11	8	3	7	3										1	
Offered position	2	1	1	1	1											
Refused positions																
TOTAL ACCESSIONS	2	1	1	1	1											

\*AA: AA1ANIINPI; 2: 2 or more races

FORM 86B1

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

Date: March 31, 2023

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Recruitment list																
Employment list																
Transfer list																
Other applicants																
TOTAL APPLICANTS	78	70	8	63	4	1	1	2		4	2					
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	78	70	8	63	4	1	1	2		4	2					
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	12	10	2	6	1	1				3						
Not offered position	9	8	1	4	1	1				3						
Offered position	3	2	1	2												
Refused positions																
TOTAL ACCESSIONS	3	2	1	2												

\*AA: AAIANHNPI; 2: 2 or more races

FORM 86B1

Category: **II. Faculty**  
 Titles: **Associate Professor**  
 Applicant Flow Analysis: Hires

Date: March 31, 2023

<b>Applicant Flow Analysis</b>	<b>Total</b>	<b>M</b>	<b>F</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>AAM</b>	<b>AAF</b>	<b>2M</b>	<b>2F</b>	<b>UM</b>	<b>UF</b>	<b>U</b>
Intra-agency																
Outside agency																
Reemployment list																
Employment list																
Transfer list																
Other applicants																
TOTAL APPLICANTS	39	34	5	21	4	8	1	2		3						
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	39	34	5	21	4	8	1	2		3						
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	3	2	1	1	1	1										
Not offered position	1	1		1												
Offered position	2	1	1		1	1										
Refused positions																
TOTAL ACCESSIONS	1	1				1										

\*AA: AAIAIINPI; 2: 2 or more races

FORM 86B1

Category: **II. Faculty**

Titles: **Professor**

Date: March 31, 2023

Applicant Flow Analysis: Hires

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

\*AA: AAIANHNPI; 2: 2 or more races

FORM 86B1

Category: **III. Professional/Nonfaculty**  
 Titles: **All**

Date: March 31, 2023

Applicant Flow Analysis: Hires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency	42	5	37	5	33		2		1		1					
Reemployment list																
Employment list																
Transfer list																
Other applicants																
TOTAL APPLICANTS	325	102	223	71	162	15	25	10	19	4	9					
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	325	102	223	71	162	15	25	10	19	4	9					
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	79	27	52	13	37	6	6	7	4	1	2					
Not offered position	53	17	36	9	25	3	5	4	2	1	2					
Offered position	26	10	16	4	12	3	1	3	2							
Refused positions																
TOTAL ACCESSIONS	26	10	16	4	12	3	1	3	2							

\*AA: AAIANIINPI; 2: 2 or more races

FORM 86B1

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

Date: March 31, 2023

Applicant Flow Analysis: Hires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Employment list																
Recruitment list*																
Transfer list																
Other applicants																
TOTAL APPLICANTS	377	57	320	35	222	8	34	8	28	1	12					
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	377	57	320	35	222	8	34	8	28	1	12					
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	40	3	37	2	26		4	1	5		1					
Not offered position	33	3	30	2	20		3	1	5		1					
Offered position	7		7		6		1									
Refused positions																
TOTAL ACCESSIONS	7		7		6		1									

\*AA: AAJAHNPI; 2: 2 or more races

FORM 86B1

Category: **V. Technical/Paraprofessional**

Titles: **All**

Date: March 31, 2023

Applicant Flow Analysis: Hires

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

\*AA: AAIAIINPI; 2: 2 or more races



FORM 86B1

Category: **VI. Skilled Crafts**

Titles: **All**

Date: March 31, 2023

Applicant Flow Analysis: Hires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Employment list																
Reemployment list*																
Transfer list																
Other applicants																
TOTAL APPLICANTS	95	94	1	74		2		8	1	3						
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	95	94	1	74		2		8	1	3						
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	25	25		21		1		2								
Not offered position	19	19		16		1		1								
Offered position	6	6		5				1								
Refused positions																
TOTAL ACCESSIONS	6	6		5				1								

\*AA: AAIANIINPI; 2: 2 or more races

FORM 86B1

Category: **VII. Protective Services**

Titles: **All**

Date: March 31, 2023

Applicant Flow Analysis: Hires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Reemployment list																
Employment list																
Transfer list																
Other applicants																
<b>TOTAL APPLICANTS</b>	62	50	12	28	4	12	3	9	3	1	2					
<b>TOTAL REJECTED APPLICANTS</b>																
<b>TOTAL QUALIFIED APPLICANTS</b>	62	50	12	28	4	12	3	9	3	1	2					
<b>TOTAL TESTED</b>																
<b>TOTAL PASSING EXAMINATION</b>																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
<b>TOTAL INTERVIEWED</b>	16	11	5	7	1	2	1	2	2		1					
Not offered position	13	10	3	7		2	1	1	1		1					
Offered position	3	1	2		1			1	1							
Refused positions																
<b>TOTAL ACCESSIONS</b>	3	1	2		1			1	1							

\*AA: AA/IANI/INPI; 2: 2 or more races

FORM 86B1

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

Date: March 31, 2023

Applicant Flow Analysis: Hires

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
Outside agency																
Employment list																
Recmployment list*																
Transfer list																
Other applicants																
TOTAL APPLICANTS	244	200	44	114	21	34	3	35	13	12	2					
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	244	200	44	114	21	34	3	35	13	12	2					
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	62	46	16	27	8	5		13	8							
Not offered position	48	37	11	24	6	5		8	5							
Offered position	14	9	5	3	2			5	3							
Refused positions																
TOTAL ACCESSIONS	14	9	5	3	2			5	3							

\*AA: AAIANINPI; 2: 2 or more races

FORM 86B3

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

Date: March 31, 2023

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
TOTAL APPLICANTS	27	19	8	10	4	1		1	1	7	2		1			
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	27	19	8	10	4	1		1	1	7	2		1			
TOTAL INTERVIEWED	8	4	4	3	1			1	1		2					
Not offered position	4	3	1	3							1					
Offered position	4	1	3		1			1	1		1					
Refused positions																
TOTAL ACCESSIONS	4	1	3		1			1	1		1					
No Change within Category	1		1						1							

\*AA: AAIAANIINPI; 2: 2 or more races

FORM 86B3

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

Date: March 31, 2023

Applicant Flow Analysis: Promotions

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

\*AA: AAIAANHNP; 2: 2 or more races

FORM 86B3

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

Date: March 31, 2023

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
Intra-agency																
TOTAL APPLICANTS	9	4	5	4	1				2		2					
TOTAL REJECTED APPLICANTS	3	1	2	1	1				1							
TOTAL QUALIFIED APPLICANTS	6	3	3	3					1		2					
TOTAL INTERVIEWED	9	4	5	4	1				2		2					
Not offered position																
Offered position	6	3	3	3					1		2					
Refused positions																
TOTAL ACCESSIONS	6	3	3	3					1		2					

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

\*AA: AAIANIINPI; 2: 2 or more races

FORM 86B3

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

Date: March 31, 2023

Applicant Flow Analysis: Promotions

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

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

\*AA: AAIANIINPI; 2: 2 or more races

FORM 86B3

Category: **III. Professional/Nonfaculty**  
 Titles: **All**

Date: March 31, 2023

Applicant Flow Analysis: Promotions

Applicant Flow Analysis	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F	UM	UF	U
<b>Intra-agency</b>																
TOTAL APPLICANTS	7		7		6		1									
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	7		7		6		1									
TOTAL INTERVIEWED	3		3		2		1									
Not offered position	2		2		1		1									
Offered position	1		1		1											
<b>Refused positions</b>																
TOTAL ACCESSIONS	1		1		1											
No Change within Category	11	6	5	5	3	1	2									

\*AA: AAIAIANIPI; 2: 2 or more races

FORM 86B3

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

Date: March 31, 2023

Applicant Flow Analysis: Promotions

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

\*AA: AAIAIANIPI; 2: 2 or more races

FORM 86B3

Category: **V. Technical/Paraprofessional**

Titles: **All**

Date: March 31, 2023

Applicant Flow Analysis: Promotions

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

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

\*AA: AAIANIINPI; 2: 2 or more races

FORM 86B3

Category: **VI. Skilled Crafts**

Titles: **All**

Date: March 31, 2023

Applicant Flow Analysis: Promotions

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

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

\*AA: AAIANIINPI; 2: 2 or more races



FORM 86B3

Category: **VII. Protective Services**

Titles: **All**

Date: March 31, 2023

Applicant Flow Analysis: Promotions

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

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

\*AA: AAIAANIINPI; 2: 2 or more races

FORM 86B3

Category: **VIII. Maintenance**

Titles: **All**

Date: March 31, 2023

Applicant Flow Analysis: Promotions

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

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

\*AA: AAIAANHPI; 2: 2 or more races

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	12	5	7	4	7			1					
Good	2	1	1			1	1						
Satisfactory													
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency	1	1		1									
Outside Agency													

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

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN/NPI Male	AAIAN/NPI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	77	38	39	34	32	1	3	2	3	1	1		
Good	29	12	17	8	12	3		1	4				1
Satisfactory	4	1	3	1	2		1						
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency	2	1	1				1	1					
Outside Agency													

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN/NPI Male	AAIAN/NPI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	10		10		10								
Good	7		7		5		1				1		
Satisfactory													
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

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

FORM 86C

Category:  
Titles:

VI. Skilled Crafts  
All

Date: March 31, 2023

PERSONNEL EVALUATION ANALYSIS	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
SERVICE RATINGS													
Excellent	26	23	1	22	1	1		2					
Good	6	6		6									
Satisfactory													
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													



PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN/NPI Male	AAIAN/NPI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	3	2	1	2	1								
Good	10	8	2	6	2			1		1			
Satisfactory													
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN/NPI Male	AAIAN/NPI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	14	6	8		5	1		5	3				
Good	25	11	14	6	6			5	8				
Satisfactory	3	2	1	1				1	1				
Poor													
REPRIMANDS													
SUSPENSIONS	1	1							1				
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

# **10. IDENTIFICATION OF PROBLEM AREAS**

## **SECTION 46a-68-87**

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

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

**Subsection (a):**

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

**(1) Employment Applications:**

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

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

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

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

The application process is not a problem area.

**(2) Job Qualification:**

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

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

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

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

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

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

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

### **(3) Recruitment Practices:**

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

**(4) Personnel Policies:**

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

**(5) Orientation:**

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

**(6) Training:**

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

**(7) Counseling:**

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

**(8) Discrimination complaint process:**

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

**(9) Evaluation:**

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

**(10) Layoffs:**

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

**(11) Termination:**

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

**Subsection (b):**

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

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

(2) Job qualifications:

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

(3) Recruitment practices:

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

(3) Personnel Policies:

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

(4) Orientation:

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

(6) Training:

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

(7) Counseling:

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

(8) Discrimination complaint process:

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

(9) Evaluation:

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

(10) Layoffs:

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

(11) Termination:

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

**Subsection (c):**

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



## **11. PROGRAM GOALS**

### SECTION 46a-68-88

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

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

**Subsection (a):**

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

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

**Subsection (b):**

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

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

**Subsection (c):**

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

**Subsection (d):**

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

The following goals are set for 2023-2024

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

The University will report on programs during the next reporting cycle at of the end of March 2023.

## **12. Discrimination Complaint Process**

### **SECTION 46a-68-89**

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

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

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

**Subsection (a):**

It is the policy of Eastern Connecticut State University that unlawful discrimination be prohibited in education, employment and the provision of services by the University. Consequently, it shall be a violation of University policy for any member of the University community to discriminate against any individual with respect to any terms, conditions, or privileges relating to employment or attendance at the University because of such race, color, religious creed, national origin, ancestry, sex, including pregnancy, sexual harassment, transgender status, age, gender identity or expression, sexual orientation, marital status, genetic information, physical disability, learning disability, intellectual disability, past or present history of mental disability, workplace hazards to reproductive systems, criminal records, veteran status, or any other condition established by law unless there is a bona fide occupational requirement which excludes persons in one of the above protected groups.

Sexual harassment is a form of discriminatory behavior. It is the policy of Eastern Connecticut State University that no member of the academic community may sexually harass another.

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

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

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

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

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

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

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

**Subsection (b):**

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

**Subsection (c):**

Summary of matters alleged during this reporting period 2022-2023 is included in the report.

Eastern Connecticut State University

Discrimination Complaint Log

Report Period Ending: March 31, 2023

#	Complainant Race/Sex	Date Filed	Type	Accused	Investigating Agency	Basis Claimed	Finding	Resolution	Length
1	HM	7/29/2021 (Case carried over from last report)	EEO	Employer	External/ CHRO	Discrimination based on gender. Complainant alleged he did not receive a promotion opportunity because he is male	No discrimination was identified by CHRO	Case dismissed by CHRO	669 Days
2	BF	11/12/2021 (Case carried over from last report)	EEO	Employer	External/ CHRO	Discrimination based on race and gender. Complainant alleged she was a victim of disparate treatment because she is a Black female.	Case mutually settled between complainant and employer prior to CHRO hearing.	Case mutually settled	368 Days
3	WF	4/18/2022	Harassment	Employee	Internal/Equity & Diversity	Harassment based on race. Complainant alleged colleagues harassed her and tried to get her in trouble because she is White and they are Hispanic.	Mutual negative interactions identified.	NP-2 Union became involved. Transferred complainant to different building/work-station.	73 Days
4	BM	5/5/2022	Discrimination	Employee	Internal/Equity & Diversity	Discrimination based on color/race. Complainant alleged colleagues discriminated against him by defaming him to prevent him from becoming Dept. Chair.	No discrimination was identified	Case dismissed	179 Days



5	WF	5/31/2022	Harassment	Employee	Internal/Equity & Diversity	Harassment based on sex. Complainant alleged colleagues harassed her by spreading rumors about her.	Complainant withdrew complaint prior to findings being rendered.	Case withdrawn	35 Days
6	WF	10/5/2022	EEO	Employee/Supervisor	Internal/Equity & Diversity	Discrimination based on gender. Complainant alleged supervisor denied her a promotional opportunity based on gender.	Disparate treatment identified.	Back-pay and promotion granted	280 Days
7	WF	11/10/2022	EEO	Employee/Supervisor	Internal/Equity & Diversity	Discrimination based on disability. Complainant alleged that supervisor has a bias against her and denied her a promotional opportunity based on disability/illness.	Complainant withdrew complaint prior to findings being rendered.	Case withdrawn	70 Days
8	BF	11/15/2022	EEO/Retaliation	Employer	External/CHRO	Complainant alleged she was stripped of duties/responsibilities because she was outspoken regarding concerns at the University.	Pending	Pending	N/A
8	WM	2/1/2023	Harassment	Employee	Internal/Equity & Diversity	Harassment based on gender. Complainant alleged a colleague consistently harassed him in the workplace causing him undue stress.	No gender harassment identified	Case referred to Office of Human Resources	63 Days
9	WF	2/3/2023	Harassment	Employee	Internal/Equity & Diversity	Student complainant is alleging experiencing sexual harassment from an employee.	No sexual harassment identified	Case dismissed	25 Days

1	BM	3/23/2023	Discrimination	Employee	Internal/Equity	Discrimination based on disability. Complainant alleged his professor violated his rights by openly discussing his accommodations in front of others.	Violation of FERPA Rights identified	Additional FERPA training recommended	110 Days
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# STATEMENT OF POLICY AND GRIEVANCE PROCEDURES ON DISCRIMINATION AND SEXUAL HARASSMENT

It is the policy of Eastern Connecticut State University that unlawful discrimination is prohibited in education, employment and the provision of services by the University. Consequently, it shall be a violation of University policy for any member of the University community to discriminate against any individual with respect to any terms, conditions, or privileges relating to employment or attendance at the University because of such individual's race, color, religious creed, national origin, ancestry, sex, including pregnancy, sexual harassment, transgender status, age, gender identity or expression, sexual orientation, marital status, genetic information, physical disability, learning disability, intellectual disability, past or present history of mental disability, workplace hazards to reproductive systems, criminal records, veteran status, or any other condition established by law unless there is a bona fide occupational requirement which excludes persons in one of the above protected groups.

Sexual harassment is a form of discriminatory behavior. It is the policy of Eastern Connecticut State University that no member of the academic community may sexually harass another.

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

## I. DEFINITIONS

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

- C. *Sexual harassment* is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (i) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic performance or advancement; (ii) submission to or rejection of such conduct is used as the basis for employment or academic decisions affecting such individual; or (iii) such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance, or of creating an intimidating, hostile, or offensive working or academic environment. Gender harassment, defined as discriminatory behavior towards an individual based on his or her gender, is a form of sexual harassment. It may consist of the use of sexist language, illustrations, examples, and gestures that demonstrate discriminatory behavior.
- D. *Retaliation* is defined as adverse action against an individual because the individual has engaged in, or may engage in, asserting rights protected by equal employment laws.

## II. COMPLAINT PROCEDURES

### A. Complaints against University Employees:

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

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

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

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

B. Complaints against University Students:

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

### **III. CONFLICT IN PROVISIONS**

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

### **IV. POLICY REVIEW**

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

## DISCRIMINATION COMPLAINT AGENCIES

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

### 1. The Connecticut Commission on Human Rights & Opportunities

#### Southwest Region Office

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

#### West Central Region Office

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

#### Capitol Region Office

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

#### Eastern Region Office

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

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

### 2. The Equal Employment Opportunities Commission

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

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

### 3. Department of Education, Office of Civil Rights

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

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

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

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

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

Fax: (202)-307-1197

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

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

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

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

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

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

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

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

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

## **13. GOALS ANALYSIS**

### **SECTION 46a-68-90**



**Office of Equity and Diversity**  
**AA Goals for 2022-23**  
(4/1/22- 3/31/23)

<b>Category</b>	<b>Hiring Goals</b>	<b>Achieved</b>	<b>Other Hires</b>	<b>Promo Goals</b>	<b>Achieved</b>	<b>Other Promo</b>
<b>I. Executive</b>	1 BF 1 AAM		1 WM 1 WF	1 HM 1 AAF	1 HM 1 AAF	1 WF 1 HF
<b>II. Fac-Prof.</b>				18 WM 3 AAF 3 TF	1 WM 1 AAF	1 WF
<b>II. Faculty - Asso Prof.</b>			1 BM	3 HF 3 AAM 3 AAF	1 HF 2 AAF	3 WM
<b>II. Faculty - Asst Prof.</b>	2 WM 2 WF 2 BF 1 TF**	2 WM   1 TF				
<b>III. Professional Nonfaculty</b>	1 WF 2 HM 2 HF 1 AAM 2 AAF 1 TM 1 TF	1 WF 2 HM 2 HF   1 TF	11 WF 1 HM 3 BM 4 WM 1 BF			1 WF
<b>IV. Secretarial/ Clerical</b>	5 WM 1 BM 1 HM		6 WF 1 BF			
<b>V. Tech/ Paraprofessional</b>	1 WM 1 WF					
<b>VI. Skilled Crafts</b>	1 WF 1 HM 3 HF 1 TM	1 HM	5 WM			
<b>VII. Protective Services</b>	4 WM 1 HF** 1 TF**	1 HF	1 WF 1 HM			
<b>VIII. Maintenance</b>	26 WM 4 WF 1 BM** 1 AAF 1 TM	3 WM 2 WF  1 TM	5 TM 3 HF			
<b>TOTAL</b>	<b>73</b>	<b>17</b>	<b>45</b>	<b>37</b>	<b>7</b>	<b>7</b>

\* AA: AAIANHNPI T Two more more races

\*\* combination goals

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

This section was in compliance in the previous filing of the Affirmative Action Plan and all proposals/recommendations have been taken into consideration and resolved.

**HIRING & PROMOTIONAL GOALS: APRIL 1, 2022-MARCH 31, 2023**

The following narrative report is prepared by Eastern Connecticut State University, covering all activities undertaken to achieve hiring, promotion, upward mobility and programs goals in the 2022 Affirmative Action Plan. During the 2022-2023 reporting period there were **62** new hires and **14** promotions, **17** of the new hires and **7** of the promotions were goal candidates. A good faith effort was made to achieve all goals, and to seek a diverse pool of applicants through advertising and other methods.

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

**SECTION 1: HIRING GOALS AND ANALYSIS**

**I. Category: Executive, Managerial, and Administrative**

**Hiring Goals:** 1 BF and 1 AAIANHNPI(F)

**Hired:** 1 WM and 1 WF

**Achieved:** No goals were achieved in this category in 2022-23.

**Associate Vice President for Facilities Management & Planning**

**WM Hired**

**Position Summary:** 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.

**Qualifications: Required:** Bachelor's degree in architecture, engineering, or a related field; Five (5) years of managerial experience in facilities management, administration, and planning. *Preferred Qualifications:* Master's Degree; Professional engineering license; Certified Educational Facilities Professional (CEFP); Facilities Management Professional (FMP) or Certified Facility Manager (CFM); Experience in a college or university setting; Ten (10) years of progressive facilities experience with five (5) years being in a supervisory/management role

Recruitment activities include advertisement on the ECSU website, higheredjobs.com, indeed.com, National Association of College and University Business Officers (NACUBO) listserv, and Society for College and University Planning (SCUP) listserv.

23 applicants applied for the position: 20 WM, 1 WF, 1TM, and 1 UM.

None of the applicants were goal candidates.

6 applicants were interviewed which included 5 WM and 1 UM (assumed to be WM).

The selected WM is a licensed architect with two bachelor's degrees and over 27 years of experience in facilities management and design. He has worked on both large and small college campuses and is a member of several professional organizations focusing on facilities management in higher education, project management, and architecture.

### **Dean of Arts & Sciences**

**WF Hired**

**Position Summary:** The Dean is the administrative head of the School of Arts and Sciences and reports to the Vice-president for Academic Affairs. The Dean advises the Vice-president for Academic Affairs on academic policy and procedure, personnel matters, and academic planning. As administrator of the School of Arts and Sciences, the Dean supervises, on behalf of the Vice-president, the departments of: Biology, English, Environmental Earth Science, History-Political Science-philosophy, Mathematics and Computer Information Science, Modern and Classical Language Studies, Performing Arts, Physical Sciences, Psychology, Sociology and Applied Social Relations, and Visual Arts. The Dean is a member of the Cabinet, the Administrative Council, the Curriculum Committee, and Institutional Planning Committee and serves on other administrative or faculty committees and as a resource person or consultant to other University bodies, as required.

**Qualifications:** Terminal degree and a minimum of five years as a collegiate-level faculty member or other administrator within a higher education setting is required.

Recruitment activities include advertisement on the ECSU website, higheredjobs.com, insidehigher.com, indeed.com, Chronicle of Higher Education, Academic Diversity Search, and Diverse Issues in Higher Education.

86 applicants applied for the position: 66 WM, 11 WF, 1 BM, 1 BF, 1 HM, 5 TM, and 1 TF.

None of the applicants were goal candidates.

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

The selected WF has a terminal degree in English with a concentration in nineteenth century American literature and is a fulltime tenured professor of English at a comparable institution. The selected candidate has 24 years of experience in higher education and has served as department chair and the founding dean of the College of Arts, Humanities, and Social Sciences at a comparable institution.

## **II. Category: Faculty**

### **Faculty/Professor**

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

### **Faculty/Associate Professor**

**Hiring Goals:** No hiring goals were set for associate professor.

**Hired:** 1 BM

**Achieved:** No goals were achieved.

### **Head Cross Country/Track & Field Coach/Coach 3**

**BM Hired**

**Position Summary:** Eastern Connecticut State University is accepting applications for the position of Head Men's and Women's Cross Country/Track and Field Coach. This is a full-time, 10-month position, with no secondary duties. The Head Coach will be responsible for the leadership and oversight of a program focused on excellence at the national level. Candidates should have a proven ability to develop a highly competitive program, with a strong commitment to the student-athlete experience. Specific duties will include but are not limited to recruiting and retention of student-athletes, practice and meet preparation and coaching, supervision of part-time assistant coaches, developing alumni relations, and fundraising to provide for team opportunities. In addition, the Head Coach is responsible for administrative tasks such as scheduling meets, budget management, and filing necessary reports. The coach will have primary oversight of any home meet management. The Head Coach must demonstrate a commitment to maintaining compliance with NCAA, Eastern Connecticut State University, and Little East Conference rules and regulations.

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

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, NCAA website, Minority Opportunities Athletic Association ListServ, and NADIIIA ListServ.

39 applicants applied for the position which included 21 WM, 4 WF, 8 BM, 1 BF, 2 HM, and 3 AAIANHNPI(M). No hiring goals were set for this category.

Of the WM and WF candidates, 10 (8 WM and 2 WF) did not meet the minimum qualifications for the position by not having the requisite 3 years of coaching experience. 9 (8 WM and 1 WF) had not served as a head coach and lacked experience with student athlete recruitment. 5 (4 WM and 1 WF) had not served as a fulltime head coach and lacked knowledge of DIII rules, regulations, and philosophy. 1 WM was interviewed but demonstrated insufficient knowledge of effective student athlete recruitment and DIII rules and regulations. 1 WF was recommended for hire but withdrew candidacy.

The selected BM has over 15 years of experience coaching at the collegiate level and has garnered numerous championships for several institutions. He has an earned Master's Degree and has achieved USATF Level , Level 2, and Strength & Conditioning certifications. The selected candidate also provides diversity to the athletic department as it previously had no racial minority employees.

**Faculty/Assistant Professor:**

**Hiring Goals:** 2 WM, 2 WF, 2 BF, and 1 TF

**Hired:** 2 WM, 1 TF

**Achieved:** 2 WM and 1 TF goals were achieved.

**Assistant Professor of Allied Health – Exercise Physiology**

**WM Hired**

**Position Summary:** The Department of Health Sciences is seeking an Assistant Professor in the area of Allied Health whose primary teaching responsibilities would be to help develop and service courses such as Exercise Physiology, Anatomy and Physiology, and Introduction to Kinesiology. Additional teaching responsibilities may include courses such as Foundations of Health Science and Current Topics in Health Sciences. Faculty will report to the Department Chair for the implementation of the approved curriculum based on the mission and philosophy of the Health Sciences Department at ECSU. The position is a Nine-month salaried contractual position starting in August 2022. The teaching load for this position is 12 credits per semester. The successful candidate will provide students with opportunities to acquire the knowledge and practice the skills identified in course objectives using varied and appropriate teaching methods. Faculty in the Department of Health Sciences must also participate in the program evaluation and continuous improvement process and engage in personal professional development. Applicants must demonstrate a commitment to 1) excellence in teaching (preferably in a Liberal Arts setting), 2) advising for student success and preparing students for related careers and/or graduate program admission, 3) establishing a productive research program that will involve undergraduates, and 3) providing service to the department, college, university and community.

**Qualifications:** PhD in Exercise Science or related field, ABD will be considered with doctoral degree complete date on or before August 2022; Demonstrate professional competence; Demonstrate excellent teamwork and collaboration skills; Demonstrate excellent written and oral communication and analytical skills; Demonstrate knowledge of liberal arts education; Work

productively with colleagues and students; Be interested in educating a diverse population of students; Successfully complete an interview that will include a teaching presentation and/or research seminar; Successfully complete criminal background check and drug screening. *Preferred Qualifications:* One year or more in undergraduate teaching experience in related courses; Experience teaching in a liberal arts institution.

Recruitment activities included advertisement on the ECSU website, The Chronicle for Higher Education, and HigherEdJobs.com.

14 applicants applied for the position which included 5 WM, 3 WF, 1 BF, 3 AAIANHNPI(M), and 2 AAIANHNPI(F).

5 applicants were interviewed which included 1 WM, 1 WF, and 3 AAIANHNPI(M).

The selected WM **goal candidate** has a terminal degree in Metabolic Biochemistry and has over 13 years of teaching experience in Exercise Physiology, Exercise Science, Exercise Testing and Prescription, Physiological Principles and Training Techniques, and Cardiovascular Laboratory.

### **Head Baseball Coach**

**WM Hired**

**Position Summary:** Eastern Connecticut State University is accepting applications for the position of Head Men's Baseball Coach. This is a full-time, 10-month position, and the coach will have a second responsibility within the Department of Athletics, currently as an event manager. The Head Coach will be responsible for the leadership and oversight of a program which won the Division III National Championship in 2022 and is focused on excellence at the national level. Candidates should have a proven ability to develop a highly competitive baseball program, with a strong commitment to the student-athlete experience. Specific duties will include, but are not limited to: recruiting and retention of student-athletes, practice and game preparation and coaching, supervision of part-time assistant coaches, supervision of a junior varsity program, developing alumni relations, and fundraising to provide for team opportunities. In addition, the Head Coach is responsible for administrative tasks such as scheduling games, budget management, and filing necessary reports. The Head Coach must demonstrate a commitment to maintaining compliance with NCAA, Eastern Connecticut State University, and Little East Conference rules and regulations.

**Qualifications:** Bachelor's degree required; 5+ years successful coaching experience; Collegiate coaching experience required; Proven ability to recruit student-athletes. *Preferred Qualifications:* Head collegiate coaching experience; Master's degree; Knowledge and support of DIII rules, regulations, and philosophy.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, NCAA website, American Baseball Coaches Association (ABCL) Publications, Minority Opportunities Athletic Association ListServ, and NADIIIA ListServ.

58 applicants applied for the position which included 55 WM, 1 BM, 1 HM, and 1 AAIANHNPI(M).

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

The selected WM **goal candidate** is a previous professional baseball player with over 5 years of coaching experience and an earned master's degree. He has coached at the professional league as well as collegiate levels who not only focuses on competitiveness and championships, but also student-athlete development.

### Head Women's Lacrosse Coach

TF Hired

**Position Summary:** Eastern Connecticut State University is accepting applications for the position of Head Women's Lacrosse Coach. This is a full-time, 10-month position, and the coach will have a second responsibility within the Department of Athletics, currently as an event manager. The Head Coach will be responsible for the leadership and oversight of a program focused on excellence at the national level. Candidates should have a proven ability to develop a highly competitive women's lacrosse program, with a strong commitment to the student-athlete experience. Specific duties will include, but are not limited to, recruiting and retention of student-athletes, practice and game preparation and coaching, supervision of part-time assistant coaches, and fundraising to provide for team opportunities, such as spring break travel. In addition, the Head Coach is responsible for administrative tasks such as scheduling contests, budget management, and filing necessary reports. The Head Coach must demonstrate a commitment to maintaining compliance with NCAA, Eastern Connecticut State University, and Little East Conference rules and regulations.

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

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Indeed.com, NCAA website, Minority Opportunities Athletic Association ListServ, NADIIIA ListServ, and personal contacts and networks.

6 applicants applied for the position which included 3 WM, 1 WF, 1 HM, and 1 TF.

3 applicants were interviewed which included 2 WM and 1 TF.

The selected TF **goal candidate** has a master's degree and over 23 years of athletic coaching experience. The selected candidate has served as a coach and athletic director in several school districts and is the founder and owner of a private multi-state, traveling, girls lacrosse program.

### III. Category: Professional Non-Faculty

**Hiring Goals:** 1 WF, 2 HM, 2 HF, 1 AAIANHNPI(M), 2 AAIANHNPI(F), 1 TM, and 1 TF

**Hired:** 4 WM, 12 WF, 3 BM, 1 BF, 3 HM, 2 HF, 1 TF

**Achieved:** 1 WF, 2 HM, 2 HF and 1 TF goals were achieved.

## Acquisitions Specialist

WM Hired

**Position Summary:** The incumbent reports to the Associate Director for Acquisitions and is responsible for the following procurement activities: drafts and reviews Request for Quotation and Request for Proposal documents; selects sources and solicits and reviews competitive bids for University purchases; administers the competitive bidding and record keeping portions of public works projects; reviews all requests seeking funding via the New and Replacement Equipment Process; prepares advertisement and placement of bid notices for proposals and quotations; conducts pre-bid meetings and distributes bid documents to include as required plans and specifications; reviews and analyzes all public works projects bids for completeness; reviews, enters and approves requisitions, purchase orders, change orders, quotations and award documents for accuracy and compliance with established procurement policies; processes all applicable purchases using procurement card (p-card) and reconciles monthly activities; coordinates and resolves issues resulting from discrepancies between purchase order specifications and what was received and invoiced; assigns account coding to requisitions; provides research related to procurement activity by vendor, requestor, commodity, etc. as required; establishes and maintains vendors in both the University and State data bases; prepares correspondence and productivity reports as required; represents the University on appropriate committees as needed; and performs other duties related to those enumerated above which do not alter the basic level of responsibility of the position.

**Qualifications:** Bachelor's degree in business and experience in purchasing required. Experience in computer operations is essential. Knowledge of financial record systems (Banner) preferred. Knowledge of purchasing contracts, the bidding process, various bidding formats, strong interpersonal and communication skills and supervisory ability are essential. Experience working in higher education, a state agency and external entities in contract and grant compliance is desirable. These qualifications may be waived for individuals with appropriate alternate experience.

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

11 applicants applied for the position which included 5 WM, 3 WF, 2 BF, and 1 HM.

6 candidates were interviewed which included 4 WM, 1, WF, and 1 HM.

4 of the 11 candidates were goal candidates. The 1 WF was over-qualified for this position and was subsequently hired to become the emergency hire for the Director of Fiscal Affairs-Acquisitions position. 2 WF did not submit completed applications (via Indeed.com) and failed to submit the remaining materials despite being asked to do so. The 1 HM performed extremely poor on his interview as he could not answer basic questions about procurement and conveyed that he applied to merely document he was actively job searching.

The selected WM has a bachelor's degree in Business Management and has nearly 20 years of experience in contract management, procurement, ERP, and accounting. He is well versed with the Microsoft Office Suite and demonstrated a variety of transferable skills from other corporations and agencies.



## **Human Resources Assistant**

**BM Hired**

**Position Summary:** Reporting to the Associate Vice President of Employee and Labor Relations or designee, the incumbent will perform a full range of professional level to support the human resources office, including record-keeping, file maintenance and CORE entry. Maintain accurate and up-to-date human resource files, records, and documentation, including but not limited to, processing employment verifications, FMLA, unemployment claims and assuring the proper security of employee information; Process employment job data utilizing CORE-CT; Assist with front desk coverage while answering questions relative to standard policies, benefits, hiring processes, etc.; refers more complex questions to appropriate senior-level HR staff; Track and completes tuition waivers for eligible employees; Conduct background checks and assist with employee onboarding; Provides clerical and administrative support to the HR department, including but not limited to processing monthly invoices, purchase requisitions and managing office supplies; May gather information and data for request for information; may conduct research; Performs other duties as assigned.

**Qualifications:** Bachelor's degree in human resources or related field; Three (3) years' experience in clerical work; Two (2) years' experience in human resources working with employment and payroll records; Knowledge of relevant state and federal laws, statutes, and regulations; Strong Interpersonal Skills, oral and written communication skills; Excellent organization skills and attention to detail; Proficient with Microsoft Office Suite; CORE experience preferred

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

15 applicants applied for the position which included 2 WM, 11 WF, and 2 BM.

2 candidates were interviewed which included 1 WF and 1 BM

11 of the 15 applicants were goal candidates. 1 WF was interviewed, but only had experience with recruitment and onboarding aspects of HR and was not familiar with FMLA, unemployment claims, or state and federal labor laws. 2 WF withdrew their applications when contacted to schedule their interviews because they had accepted other positions. 2 WF had incomplete applications and failed to submit required materials when requested to do so. 6 WF did not have the required 2 years of experience for the position.

The selected BM has a bachelor's degree and will be completing a master's degree in Strategic Human Resources Management in 2023. He has 4 years of experience working in Human Resources in the State Community Colleges System Office and has experience with FMLA, unemployment, and CORE-CT.

## **Assistant in Business Services**

**WF Hired**

**Position Summary:** Responsible for performing a variety of duties associated with Accounts Payable, state vendor offset, travel authorizations and reimbursements, records storage management, petty cash operations and other business office functions as assigned.

**Qualifications:** Bachelor's degree in accounting, finance, or business administration required. A minimum of two years' experience in accounting, fiscal or business office is required with experience in accounts payable operations. Knowledge of bookkeeping, financial recordkeeping and basic governmental accounting principles and practices is preferred. Ability to use computer and associated software is required. These qualifications may be waived for individuals with appropriate alternate experience.

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

33 applicants applied for the position which included 6 WM, 17 WF, 1 BM, 3 BF, 1 HM, 2 HF, 2 AAIANHNPI(M), and 1 AAIANHNPI(F).

3 candidates were interviewed for the position which included 2 WF and 1 AAIANHNPI(F).

The selected WF **goal candidate** has a master's degree and over 5 years of experience working in various capacities within fiscal affairs. She has worked for several municipal government fiscal offices and also has experience as a paralegal.

**Residence Hall Director – 9 Positions      1 WM, 3WF, 1 BM, 1 BF, 2 HM, 1 TF Hired**

Position Summary: Under the general direction of the Vice President of Student Affairs and the immediate direction of the Director of Housing and Residential Life, the Residence Hall Director is responsible for providing a satisfactory living and learning environment for students of the University while working cooperatively in the selection, training, supervision and evaluation of student staff members. This is a 10-month live- in position.

**Qualifications:** Ability to relate effectively to resident college students and staff. A Bachelor's Degree and 2 years of relevant Residential Life or Student Affairs experience is required. A Master's Degree is preferred.

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

39 applicants applied for the position which included 11 WM, 14 WF, 2 BM, 3 BF, 3 HM, 1 AAIANHNPI(M), 1 AAIANHNPI(F), 1 TM, and 3 TF.

14 candidates were interviewed which included 2 WM, 4 WF, 1BM, 1 BF, 2 HM, 1 AAIANHNPI(M), and 3 TF.

9 of the 39 applicants were goal candidates (since the 1 WF goal has already been met). 5 (1 HM, 1 AAIANHNPI(F), 1 TM, 2 TF) did not meet the minimum requirement of having 2 years of relevant Residential Life/Student Affairs Experience. 1 AAIANHNPI(M) was offered the position and declined due to accepting another offer. **3 (2 HM, 1 TF) were hired (see below).**

The selected HM **goal candidate** has over 4 years of progressive experience working in higher education at two different institutions. He is familiar with student conduct, staff supervision, programming, and crisis management. He also has a master's degree.

Another selected HM **goal candidate** has over 4 years of progressive experience in Housing & Residential Life. He is knowledgeable about programming, staff supervision, and crisis management. He is currently pursuing a master's degree.

The selected TF **goal candidate** has over 6 years of progressive experience in Student Affairs. In addition to her knowledge of residential programming, staff supervision, and crisis management, she also has experience with Title IX, teaching, and social justice advocacy. She has a master's degree and is interested in furthering her education.

The selected WM has over 10 years of experience working in Housing & Residential Life. He is well versed in all aspects of the operation to include staff supervision, crisis management, budgeting, programming, facilities management, and student advising. He has a master's degree in college student development and counseling.

The Selected WF has 3 years of experience working in Student Affairs. She is knowledgeable about community development, student advising, and residential programming. She also has a master's degree in organizational management.

Another selected WF has over 6 years of experience working in residential life at two different institutions. She is a strong advocate for addressing student mental health needs and developing welcoming communities. She has a master's degree in counseling with a concentration in student development in higher education.

Another selected WF has 3 years of housing experience and is well versed in programming, student advising, and community development. She also has experience with serving as a domestic violence survivor advocate. She has a master's degree in social justice and human rights.

The selected BM has over 3 years of experience as a graduate and professional residence hall director. He is familiar with working with students from diverse backgrounds and is also adept at addressing campus climate issues.

The selected BF has over 5 years of progressive experience in higher education. She is experienced with programming, staff supervision, and facility management. She has also served as a classroom teacher. She has a master's degree in secondary social studies.

### **Accounting Associate**

**WF Hired**

**Position Summary:** Under the direction of the Associate Director of Fiscal Affairs for Accounting and Financial Systems, this position is responsible for assisting in general accounting duties related to financial processing, reconciliation, research, and reporting.

**Qualifications:** A Bachelor's Degree in accounting required. At least two years' experience in a Fiscal or Business Office. Higher education experience helpful. Must possess knowledge of Excel and financial report writing. Ability to effectively communicate.

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

39 applicants applied for the position which include 5 WM, 18 WF, 6 BM, 3 BF, 1 HM, 3 HF, 2 AAIANHNPI(F), and 1 TF.

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

8 of the 39 applicants were goal candidates (since the 1 WF goal has already been met). 2 (1 HF and 1 TF) did not have a bachelor's degree, 1 HF did not respond to the request to schedule an interview. 4 (3 HF and 1 AAIANHNPI(F)) did not have 2 years of experience. 1 AAIANHNPI(F) withdrew her application prior to offer.

The selected WF has a bachelor's degree in accounting and has worked as an accountant for over 8 years. She has worked for various municipal governments and also worked for an accounting software company.

### **Assistant Counselor**

**WF Hired**

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

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

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

20 applicants applied for the position which include 2 WM, 16 WF, 1 BF, and 1 HF.  
8 Candidates were interviewed which included 8 WF.

1 of the 25 applicants was a goal candidate (since the 1 WF goal has already been met). 1 HF did not have the proper CT clinical license to be able to be able to practice independently.

The selected WF has a Doctorate in Social Work Degree and is a licensed clinician for the State of Connecticut. She has 10 years of experience post master's and has worked as a professor within a university Social Work program. She also has experience working with diverse populations and has

presented extensively in higher education settings on the LGBTQ+ community, assessment, extensive crisis intervention, and group therapy.

### **Assistant Director of Opportunity Programs**

**HF Hired**

**Position Summary:** Reporting to the Director of University Opportunity Programs, the Assistant Director will serve as the immediate supervisor of the day-to-day administration of the University Opportunity Programs (UOP) and assist the Director in the development of the strategic vision and goals; The Assistant Director will work with the Director and colleagues to develop comprehensive, high impact, student access programs for under-served students (e.g. first generation, academically under prepared, lower income, etc.) in student centered learning environment; Directs the day-to-day support services for UO students that includes the STEP/CAP program and academic year Opportunity Programs and recommends administrative and program policy changes to the Director; Coordinates with Admissions strategic recruitment and yield initiatives for prospective UOP students (e.g., high school visits, Open House and Admitted Student Decision Day, etc.); Provides day-to-day support and mentoring to UOP students.

**Qualifications:** A bachelor's degree and a minimum of three years of experience working with under-served students; Ability to interact with a diverse student population and campus community and experience advising and supervising students is essential; The position requires keen organizational skills with an ability to manage multiple tasks, effective communication skills, both oral and written, and effective engagement of multiple stakeholder groups.

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

41 applicants applied for the position which included: 7 WM, 14 WF, 2 BM, 5 BF, 1 HM, 5 HF, 1 AAIANHNPI(F), 3 TM, and 3 TF.

6 candidates were interviewed which included 1 WF, 1 BM, 2 BF, 1 HM, and 1 HF.

The selected HF **goal candidate** has a Doctoral Degree and over 10 years of experience working with college access and opportunity programs. She is active in numerous professional organizations, has served as a social work clinician, and is bilingual English/Spanish.

### **Customer Support Center Assistant – 4 Positions**

**1 HM, 3 WF Hired**

**Position Summary:** Assists with all help desk and CIT operations associated with the Information Technology department. Provides primary point of contact and first level of support for calls and requests received by the Help Desk and CIT; Responsibilities include trouble resolution, service request distribution and follow up, data entry, report generation, documentation of problems, utilization of Help Desk, and CIT software, and dispatching services when necessary; Performs other duties and responsibilities related to those enumerated above which do not alter the basic level of responsibility of the position.

**Qualifications:** Bachelor's degree in a technical or business-related area and two years of professional experience in a help desk or customer service environment in a large organization;

Experience with voice and/or PC applications. Excellent communication and customer service skills. Candidates with alternative relevant experience may be considered.

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

5 applicants applied for the position which included 3 WF, 1 HM, and 1 HF.

5 candidates were interviewed which included 3 WF, 1 HM, and 1 HF.

1 of the 7 applicants were goal candidates (since the 1 WF and 2 HM goals have already been met). 1 HF withdrew her application when offered the position.

The selected HM has a degree in broadcast cinema and has worked for several news broadcast stations as a videographer and editor for over 7 years.

1 selected WF has served as a desktop support University Assistant for 3 years and has also worked in the customer service industry prior to working in IT support.

1 selected WF has a degree in New Media Studies and has 5 years of experience previously working as a media technician, computer support trainee, and media technology assistant.

1 selected WF has served as an IT Help Desk Assistant, a Desktop Support Technician and has over 7 years of experience in customer service related fields.

### **Academic Advisor**

### **WF Hired**

**Position Summary:** Under the supervision of the Director of Advising, the Academic Advisor is responsible for assisting in coordination of advising services and academic support programs and for providing academic advising to undergraduate students. The Academic Advisor will refer students to campus resources and provide assistance to students in working with university offices; Assist in the development and promotion of strategies that increase student use of tutorial and other resources to enhance academic achievement; Maintain appropriate student records and ensure appropriate and timely coordination of follow-up services; Submit written reports on a regular basis as requested. Participate in student and program assessment activities; Attend workshops, conferences, and other staff development opportunities on and off campus.

**Qualifications:** Bachelor's degree required. Master's degree preferred. Experience in the development and delivery of academic and learning support services in higher education preferred. Excellent written, oral, and presentation skills, and technological competence required.

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

82 applicants applied for the position which included 20 WM, 48 WF, 3 BF, 3 HF, 1 TM, 5 TF, and 2 AAIANHNPI(F).

6 candidates were interviewed which included 2 WM and 4 WF.

11 of the 82 applicants were goal candidates (since the 1 WF goal has already been met). 6 (1 HF, 1 TM, 4 TF) had no experience in an educational/academic setting, 1 TF submitted an incomplete applications and failed to submit needed materials despite requests to do so, 4 (2 HF and 2 AAIANHNPI(F)), submitted applications after the applications closing date.

The selected WF has a master's degree in Higher Education/Student Affairs Administration and served as an academic advisor at other institutions for 2 years. She has also taught courses in the FYE program at other institutions.

### **Institutional Advancement User Support Specialist**

**WM Hired**

**Position Summary:** Under the supervision of the Vice President for Institutional Advancement or designee, the incumbent will provide ongoing coordination and technical support on the prospect research module of the Alumni and Development software (Blackbaud Raiser's Edge/Financial Edge) and any other software required to advance the development/fundraising and alumni efforts of the university. The incumbent will also assist with development and alumni projects within the Office of Institutional Advancement and work directly with the advancement team as assigned.

**Qualifications:** Bachelor's degree required in field appropriate to information technology or related field. Proficiency with computer systems in higher education, preferably in a development or alumni affairs office preferred. Must be able to work efficiently and effectively in a team environment with Institutional Advancement staff and other members of the university and external communities.

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

2 applications applied for the position which included 1 WM and 1 WF.

None of the applicants were goal candidates (since the 1 WF goal has already been met).

The selected WM has a bachelor's degree in Business Information Systems and previously worked for 6 years as an IT Help Desk Technician.

### **Financial Aid Counselor**

**WF Hired**

**Position Summary:** Maintains current knowledge of financial aid regulations, policies and procedures in order to effectively and efficiently serve student aid applicants and their parents; Advises students about financial aid eligibility, application procedures, aid programs, costs, indebtedness and money management; Collects and analyzes financial data of students and parents to determine aid eligibility and make awards within federal, state and institutional guidelines. Assists in the preparation and presentation of financial aid and financial literacy information for various campus groups, high school students and parents, workshops and recruitment sessions.

**Qualifications:** Bachelor's Degree and one to two years of professional experience in a university or

closely related setting required; excellent communication skills and the ability to handle multiple tasks is necessary; the ability to relate effectively to students, parents, university staff and external constituencies is important. A high energy level and the ability to work under pressure and under time and regulatory constraints are essential. Must know, or be willing to learn, the basics of federal need-analysis.

Recruitment activities included advertisement on the ECSU website, HigherEdJobs.com, Blackinhighered.com, Hispanicsinhighered.com, CAPFAA, EASFAA, NASFAA, and internal SUOAF Union.

20 applications applied for the position which included 4 WM, 6 WF, 1 BF, 2 HM, 1 HF, 1 AAIANHNPI(M), 2 AAIANHNPI(F), 1 TM, and 2 TF.

10 candidates were interviewed which included 2 WM, 4 WF, 1 BF, 2 HM, and 1 TM.

9 of the 20 applicants were goal candidates (since the 1 WF goal has already been met). 7 (1 HM, 1 HF, 1 AAIANHNPI(M), 2 AAIANHNPI(F), and 2 TF) did not meet the minimum qualifications for the position due to not having experience in a university setting. 1 HM withdrew his application, and 1 TM declined the offer.

The selected WF has over 5 years of experience as a financial aid administrator and is not only well versed in financial aid regulations, but has also conducted financial literacy and federal loan workshops and has experience with customer service.

### **Assistant Director of Financial Aid**

**HF Hired**

**Position Summary:** Maintains current knowledge of financial aid regulations, policies and procedures. in order to effectively and efficiently award and serve an assigned group of student aid applicants and their parents; Effectively and diligently .administers state, federal, University and other financial aid resources in order to meet the needs of students while avoiding over-awards and audit exceptions; Assists the Director/Associate Director with coordination of financial aid administrative activities in order to contribute to the efficient and effective operation of the Financial Aid Office. These activities may include but are not limited to day-- to-day responsibility for VA Certification, Pell Grant Reconciliation, Student Employment, compliance and professional judgment; Meets the financial aid and financial literacy needs of the. University's students and parents, as well as groups external to the University, by providing accurate information in advising individuals and jn addressing external groups.

**Qualifications:** Bachelor's degree and at least three years of experience in financial aid. And/or a related area is required; excellent communication skills and the ability to handle multiple tasks and work effectively in a multi-cultural environment is necessary; experience utilizing a variety of Computer applications required and experience with the Ellucian Banner system is preferred. The ability to work under: pressure and time constraints is essential. Knowledge of or willingness to learn federal Title IV need analysis is required.

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



8 applicants applied for the position which included 1 WM, 3 WF, 1 BM, 2 BF, and 1 HF.

6 candidates were interviewed which included 2 WF, 1 BM, 2 BF, and 1 HF.

The selected HF **goal candidate** has a master's degree and has over 10 years of experience working in financial aid at various institutions. She has experience in all aspects of financial aid and is well-versed in customer service and advising students.

### **Assistant Director of Health Services**

**WF Hired**

**Position Summary:** 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. The Assistant Director will 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.

**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

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

3 applicants applied for the position which included 3 WF.

1 WF candidate was interviewed. Another WF was offered an interview but accepted another position prior to scheduling.

None of the applicants were goal candidates (since the 1 WF goal has already been met).

The selected WF was a current nurse practitioner at another institution and has over 25 years of experience as a medical nurse. She has worked at hospitals, youth camps, boarding schools, and universities and is well versed with working with college-aged patients.

### **Mechanical/Electrical Design Engineer**

**WM Hired**

**Position Summary:** Under the general direction of the Capital Projects Coordinator, the Engineer is responsible for the following: Prepares/designs and maintains plans, cost estimates, and specifications for modifications of real property mechanical, electrical, and civil system components; Provides expert consultation to university personnel involving mechanical and electrical engineering

capital project efforts; Administers mechanical and electrical system test programs. Consults with private firms regarding proposed project work within the related systems. Initiates associated programs for (at minimum) energy conservation, safety, contract and code compliance, OSHA, handicap access, and value engineering; Prepares and reviews drawings of office draftsman regarding real property projects to attain certified professional quality; Conducts meetings and conferences with a variety of agency, DPW, A-E firm, and lay individuals. Initiates actions necessary to effect project objectives; Prepares and submits reports, correspondence, forms, change order proposals, and general documentation as required for overall project program and development.

**Qualifications:** B.S. Degree in mechanical engineering with heavy emphasis in heating, ventilating, and air conditioning systems. Advanced course work or Master's Degree in an appropriate field preferred. Professional attributes must include considerable knowledge of electrical systems. At least four years' experience with facilities design, renovation, planning, and/or construction. Proficiency with automated computer systems -- word processing, data base, engineering calculation applications, and automatic spread sheets required. Ability to work and communicate effectively with diverse academic administrative units. Appropriate professional licensure preferred.

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

4 applicants applied for the position which included 4 WM.

1 WM was interviewed. All other candidates did not hold a Connecticut Professional Engineer's License.

None of the candidates were goal candidates.

The selected WM has 27 years of experience in the field of building systems engineering and construction. He has worked for several engineering firms and has provided design work for ECSU in the past. He hold a Professional Engineer (PE) License in the State of Connecticut and has experience designing, administering, and overseeing construction for commercial and educational projects.

### **Assistant Bursar**

**BM Hired**

**Position Summary:** Under the supervision of the Bursar, assists with disbursements and refunding of financial aid, assists with the timely billing of all students and accurate accounting of all financial transactions assigned to the office. Provides financial counseling services to the active student population. Acts as back up for certain duties of the Bursar in his/her absence as well as backup for the Head Cashier in his/her absence.

**Qualifications:** B.A. in Business Administration, Accounting, Finance or related field, and a minimum of three years progressively responsible experience in accounting or other fiscal administrative duties such as accounts examining, budget management, grant administration, payroll or similar functions. Knowledge of bookkeeping, financial record keeping and basic ability to understand and apply regulations. Demonstrated ability to communicate effectively with a wide variety of people, ability to work collaboratively and manage multiple details simultaneously.

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

13 applicants applied for the position which included 3 WM, 5 WF, 1 BM, 2 BF, and 2 HF.

5 candidates were interviewed which include 1 WM, 2 WF, 1 BM, and 1 HF.

1 HF of the 13 applicants was a goal candidate who was offered the position opted to accept a position as the Assistant Director of Financial Aid instead.

The selected BM has a bachelor's degree and is pursuing a master's in Business Administration with a concentration in Finance. He has over 4 years' experience working in a Bursar's Office at another institution. He has experience with Banner technologies and student financial advising.

#### **IV. Category: Secretarial/Clerical**

**Hiring Goals:** 5 WM, 1 BM, and 1 HM.

**Hired:** 6 WF and 1 BF.

**Achieved:** No goals were achieved in this category for 2022-23.

#### **Payroll Clerk**

**WF Hired**

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

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

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

101 applicants applied for the position which includes 15 WM, 39 WF, 4 BM, 12 BF, 6 HM, 14 HF, 2 AAIAHNPI(F), 4 TM, and 5 TF.

6 candidates were interviewed which included 1 WM, 3 WF, 1 HM and 1 AAIAHNPI(F).

25 of the 101 applicants are goal candidates. 6 (3 WM, 1 BM, 2 HM) submitted an incomplete application despite being contacted for the missing information. 16 (10 WM, 3 BM, 3 HM) did not have the minimum of 3 years of experience. 1 WM declined the interview and withdrew application due to pay and inability to telecommute, 2 (1 WM and 1 HM) interviewed, but withdrew application and accepted another position prior to reference checks.

The selected WF has 7 years of experience in Payroll and is familiar with a variety of payroll processing software. She is knowledgeable of CORE-CT and has prior State employment experience having worked in Payroll for the Connecticut DMV.

**Administrative Assistant – Student Center/Student Activities**

**WF Hired**

**Position Summary:** The Administrative Assistant is accountable for independently performing the most complex tasks in providing both office administration and secretarial support to the Student Center/Student Activities Office. This position includes the full range of secretarial functions but focuses on administrative activities requiring an advanced level of accountability, problem solving and interpersonal contacts. Duties can include such things as formulating program goals and objectives, developing and implementing program policies and procedures, developing and maintaining the departmental budget, identifying and coordinating both internal and external resources, maintaining high level and sensitive contacts with the public, officials, etc. and regularly acting as the representative of the department on sensitive departmental related activities.

**Qualifications:** Four (4) years of experience above the routine clerk level in office support or secretarial work. One (1) year of the General Experience must have been as a Secretary 2 or its equivalent. The preferred candidate will have experience working with young adult populations on a college or university setting and be able to work both effectively with a team and independently. College training in the secretarial sciences may be substituted for the General Experience on the basis of 15 semester hours equaling one-half (1/2) year of experience to a maximum of two (2) years.

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

23 applicants applied for the position which includes 3 WM, 13 WF, 4 BF, 2 HF, and 1 TF

6 candidates were interviewed which included 3 WF, 1 BF, and 2 HF.

3 of the 23 applicants are goal candidates. 3 WM did not have the minimum four years of experience nor did they have experience in a college or university setting.

The selected WF has over 8 years of experience working with diverse student populations in a higher education setting and has provide a broad range of administrative support to include budgeting, report writing, overseeing facilities, and running events and programs.

**Administrative Assistant – University Relations**

**WF Hired**

**Position Summary:** The Administrative Assistant is accountable for independently performing the most complex tasks in providing both office administration and secretarial support to the University Relations Office. This position includes the full range of secretarial functions but focuses on administrative activities requiring an advanced level of accountability, problem solving and interpersonal contacts. Duties can include such things as formulating program goals and objectives, developing and implementing program policies and procedures, developing and maintaining the

departmental budget, identifying and coordinating both internal and external resources, maintaining high level and sensitive contacts with the public, officials, etc. and regularly acting as the representative of the department on sensitive departmental related activities.

**Qualifications:** Four (4) years of experience above the routine clerk level in office support or secretarial work. One (1) year of the General Experience must have been as a Secretary 2 or its equivalent. College training in the secretarial sciences may be substituted for the General Experience on the basis of 15 semester hours equaling one-half (1/2) year of experience to a maximum of two (2) years.

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

22 applicants applied for the position which include 2 WM, 14 WF, 3 BF, and 3 TF.

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

2 of the 22 applicants were goal candidates. 2 WM did not have the required minimum number of years of experience in addition to no public relations or marketing experience.

The selected WF has over 10 years of experience in the clerical field within the university setting. She also has experience as a marketing project manager at one of the institutions she worked for. She possesses certificates in digital media and design, Google Adwords, and search engine optimization. She also has experience with editing web content.

### **Secretary 2 – History/Political Science**

**BF Hired**

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

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

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

9 applicants applied for the position which includes 1 WM, 3 WF, 3 BF, and 2 TF.

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

None of the applicants were goal candidates.

The selected BF has a bachelor's degree and over five years of clerical experience where she previously worked for the Connecticut Department of Social Services. She is familiar with general office procedures and is proficient in the use of technology. She is also familiar with CORE-CT.

### **Secretary 2 – Art/Art History/Performing Arts**

**WF Hired**

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

**Qualifications:** Three (3) years of experience above the routine clerk level in office support or secretarial work. One (1) year of the General Experience must have been as a Secretary 1 or its equivalent. Experience with Adobe Sign; a history of successful supervision/management of other workers; knowledge of various units of responsibility within an academic setting; and experience with budgeting and purchasing preferred. College training in the secretarial sciences may be substituted for the General Experience on the basis of fifteen (15) semester hours equaling one-half (1/2) year of experience to a maximum of two (2) years.

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

84 applicants applied for the position which includes 3 WM, 65 WF, 4 BF, 1 HF, 2 AAIANHNPI(F), and 9 TF.

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

3 of the 84 applicants were goal candidates. 2 WM submitted incomplete applications and failed to provide requested information despite requests to do so. 1 WM did not have the required 3 years of experience.

The selected WF has over 4 years of experience and has worked in a higher education setting. She has experience supervising student workers as well as experience with payroll, record-keeping, and correspondence writing.

### **Secretary 2 – Business Administration**

**WF Hired**

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

Understanding of organizational policies must be demonstrated by regular relating of information regarding University policies and procedures via telephone, in person and/or correspondence.

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

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

84 applicants applied for the position which includes 3 WM, 59 WF, 2 BF, 1 HM, 11 HF, 1 AAIANHNPI(M), 4 AAIANHNPI(F), and 3 TF.

6 candidates were interviewed which included 4 WF and 2 HF.

4 of the 84 applicants were goal candidates. 3 (2 WM, 1 HM) did not meet the required minimum number of years' experience for the position. 1 WM withdrew his application when offered an interview.

The selected WF has an associate degree and nearly 10 years of experience. She also has abundant experience in customer service and is knowledgeable of clerical software and best practices.

### **Cash Accounting Clerk**

**WF Hired**

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

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

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

58 applicants applied for the position which includes 8 WM, 29 WF, 4 BM, 6 BF, 1 HM, 4 AAIANHNPI(F), 1 TM, and 5 TF.

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

13 of the 58 applicants were goal candidates. 7 (5 WM, 2 BM) had incomplete applications and did not respond to requests to submit needed materials. 5 (2 WM, 2 BM, 1 HM) did not have the required number of years' experience in the appropriate field. 1 WM did not show up for interview and did not respond to follow-up phone calls to reschedule

The selected WF has an associate degree as well as over 4 years of experience and previously worked as a finance clerk for a private corporation. She is experienced with high volume transactions and is familiar with auditing standards and procedures.

#### **VI. Category: Skilled Crafts**

**Hiring Goals:** 1 WF, 1 HM, 1 HF, and 1 TM.

**Hired:** 5 WM, and 1 HM.

**Achieved:** 1 HM.

#### **Maintenance Supervisor 2 - HVACR**

**WM Hired**

**Position Summary:** The Maintenance HVAC Supervisor Supervises a small crew of highly skilled trades workers (Qualified Craft Workers and General Trades Workers) and skilled workers (Skilled Maintainers) who specialize in the HVACR maintenance and mechanics. Incumbents in this position should have full proficiency in the technical aspects of the HVACR area and should have on-going full-time supervisory responsibilities to include such things as completing or providing input for completing service ratings, training and motivating workers, delegating work, setting job priorities, scheduling work, inspecting work for quality and consistency with standards, and handling disciplinary action.

**Qualifications:** Five (5) years of experience in the HVACR trade area. Two (2) years of the General Experience must have included performing highly skilled duties in the HVACR trade area. For state employees this experience is interpreted at the level of a Qualified Craft Worker. Other requirements include considerable knowledge of relevant state and national codes and regulations; modern methods and equipment involved in the HVACR trade; evidence of proper licensure or training; interpersonal skills; oral and written communications skills; skills in performing technical duties of the HVACR trade; Ability to read and interpret specifications, blueprints, and sketches; ability to utilize computer software; Supervisory ability.

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

16 applicants applied for the position which include 13 WM, 2 HM, and 1 AAIA/NH/NPI(M).

5 candidates were interviewed which included 4 WM and 1 HM.

2 of the 16 applicants are goal candidates. 1 HM did not have the required State of Connecticut D2 license. 1 HM was recommended as the second choice candidate because he had no knowledge of the ALERTON System which operates many of the HVAC systems on campus.



The selected WM has over 10 years of experience in the HVACR field and most previously worked as an HVACR Maintainer for a local school district. He has knowledge of the ALERTON system and has experience working with contractors.

**Qualified Craft Worker/Electrician**

**WM Hired**

**Position Summary:** Performs highly skilled tasks in accordance with national and local codes and standard trade practices; lays out and installs electrical conduit for power and lighting; makes repairs to electrical motors, controllers, switchboard panels, traffic lights, lights, power circuits, ventilating fans, electronic counting and traffic control devices, intercommunication systems and electrical generators; installs open and concealed wiring and lighting fixtures; maintains and repairs unit heaters, fans, building maintenance machines and equipment, gas pumps, refrigeration units, diesel electric generators, movable bridges, fire alarm systems, etc.; repairs relays and switches; rewires motors; bends pipes; installs, repairs and maintains oil burners; performs necessary safety testing of electrical equipment and keeps required records; performs pole work; may diagnose failures and repair drilling and patching to facilitate installations; may assist in high voltage work.

**Qualifications:** Four (4) years of experience in the particular trade area indicated by the parenthetical title. Two (2) years of the General Experience must have been performing skilled trade functions in the specific trade area. Incumbents in this position may be required to possess and retain appropriate current licenses, permits and/or certifications including possession and retention of an Unlimited Journeyman's license in the trade area indicated by the parenthetical title. Incumbents in this class may be required to possess and retain specific education and/or experience to meet various certification requirements. Considerable knowledge of and ability to apply standard tools, materials, methods and practices of the particular trade; interpersonal skills; oral and written communication skills; ability to prepare estimates and keep shop records; some ability to utilize computer software.

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

12 applicants applied for the position which include 11 WM and 1 BM.

5 candidates were interviewed which included 5 WM.

None of the applicants were goal candidates (since the 1 WM goal has already been met).

The selected WM candidate has over 5 years of experience and maintains the required licenses and certifications for the position. He is knowledgeable about electrical maintenance and installation and is familiar with best practices in the field.

**Qualified Craft Worker/Auto Mechanic**

**WM Hired**

**Position Summary:** The Qualified Craft Worker/Auto Mechanic is accountable for performing a full range of highly skilled duties in the automotive and mechanical equipment trade area. Performs highly skilled tasks in accordance with standard automotive and mechanical equipment trade practices and codes; diagnoses failure in all types of automotive and heavy mobile equipment; services, dismantles, overhauls and reassembles front ends, engines, standard and automatic

transmissions, rear ends, hydraulic systems and automotive electrical systems; constructs and repairs any needed parts; welds or brazes parts by oxyacetylene torch or electric welding; makes estimates of time, personnel and determines and obtains required materials on assigned tasks; keeps necessary records; may operate testing equipment required to diagnose automotive electronic components; may act as liaison with other operating units and outside contacts; may operate heavy equipment; performs related duties as required.

**Qualifications:** Four (4) years of experience in tasks in the automotive and mechanical equipment trade. Two (2) years of the General Experience must have been performing skilled automotive and mechanical equipment trades. ASE Certified A1-A6 or higher as well as knowledge of fabrication preferred. For State Employees, this is interpreted at the level of Skilled Maintainer or Transportation Maintainer 2. Considerable knowledge of and ability to apply standard tools, materials, methods and standard automotive and mechanical equipment trade practices; interpersonal skills; oral and written communication skills; ability to prepare estimates and keep shop records; some ability to utilize computer software.

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

18 applicants applied for the position which include 16 WM and 2 HM.

6 WM Candidates were interviewed.

None of the applicants were goal candidates (since the 1 WM and 1HM goals have already been met).

The selected WM worked previously as a QCW/Auto Mechanic for the State of Connecticut Department of Transportation and has over 10 years of experience in the field of auto mechanics. He maintains appropriate licensure and certifications from ASE and remains abreast of best practices in the field.

### **Qualified Craft Worker/HVACR – 2 Positions**

**2 WM Hired**

**Position Summary:** The Qualified Craft Worker/HVACR is accountable for independently performing a full range of highly skilled duties in the maintenance and repair of heating, ventilation, air conditioning and refrigeration equipment and systems. Performs highly skilled tasks in accordance with standard HVACR trade practices and codes on air systems used in heating, ventilating and refrigeration; operates, maintains, repairs, installs, modifies and assembles air conditioning and refrigeration equipment and systems which may use Freon or chilled water for air cooling means and air or water for condenser means; determines required cooling capacity of units needed for small areas; uses and interprets a psychometric chart; controls and measures air flow, room air changes and room pressurizing; monitors computerized control systems; performs minor tests for fuel specific gravity and gas leaks; adds water treatment chemicals to boilers; makes estimates of time, personnel and determines and obtains required materials on assigned tasks; keeps necessary records; in smaller trade areas may be the sole worker running a skilled trade area; may perform duties related to similar trade areas as required; may install, modify, repair and assemble electrical or pneumatic controls for this type of equipment; may inspect and repair steam traps fed by main system at various locations; may remove pipe insulation materials associated with repair of

pipes and fittings using OSHA approved methods; may act as liaison with other operating units and outside contacts; may operate heavy equipment; performs related duties as required.

**Qualifications:** Four (4) years of experience in tasks in the heating, ventilation, air conditioning and refrigeration trade. Two (2) years of the General Experience must have been performing skilled heating, ventilation, air conditioning and refrigeration trades. Having and maintaining a D-2 or higher license as well as experience with heating and cooling in commercial buildings is preferred. For State Employees, this is interpreted at the level of Skilled Maintainer or Transportation Maintainer 2. Considerable knowledge of and ability to apply standard tools, materials, methods and standard HVACR trade practices; interpersonal skills; oral and written communication skills; ability to prepare estimates and keep shop records; some ability to utilize computer software.

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

7 Candidates applied for the position which include 7 WM.

4 WM candidates were interviewed.

None of the applicants were goal candidates (since the 1 WM goals has already been met).

One selected WM has over 4 years of experience as an HVAC Service Technician for a private contractor. He maintains a D-2 Forced Air Heating & Cooling license from the State of Connecticut and is knowledgeable about all aspects of HVAC maintenance, installation, and repair.

The other selected WM has over 5 years of experience in the HVAC field working for private contractors. He maintains appropriate and relevant licensure and is knowledgeable about all aspects of HVAC maintenance, installation, and repair.

### **General Trades Worker**

**HM Hired**

**Position Summary:** The General Trades Worker is accountable for performing highly skilled trades duties in various trade areas. This position must independently perform a full range of highly skilled trades assignments without one specific trade area being applied a majority of the time. Incumbents are expected to be highly proficient in one or more trade areas, and proficient in other trade areas. Performs highly skilled maintenance and/or construction work requiring the application of trade skills, codes, and standard trade practices in a variety of trade areas including but not limited to: electrical, plumbing, carpentry, HVACR, glazing, masonry, painting work, etc; makes estimates of time, personnel, and material required on assigned tasks; keeps necessary records; performs related duties as required.

**Qualifications:** Four (4) years of experience in one or more trade areas. Two (2) years of the General Experience must have been performing skilled trade functions in one or more trade areas. For State Employees this is interpreted at or above the level of Skilled Maintainer or Transportation Maintainer 2. Considerable knowledge of and ability to apply the standard tools, materials, methods, and practices of a variety of trade areas; interpersonal skills; oral and written communication skills; ability to prepare estimates and keep shop records; some ability to utilize computer software.

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

42 applicants applied for the position which include 27 WM, 1 BM, 4 HM, 1 HF, 2 AAIANHNPI(M), and 7 TM.

5 candidates were interviewed which included 2 WM, 1 BM, 1 HM, and 1 TM.

The selected HM **goal candidate** has over 7 years of experience and previous served as a skilled maintainer, general trades worker, and qualified craft worker at Eastern. He maintains the HIC license with the State of Connecticut and has also done property management for private companies.

## VII. Category: Protective Services

**Hiring Goals:** 4 WM, 1 HF, and 1 TF

**Hired:** 1 WF, 1 HM, and 1 HF

**Achieved:** HF goal was achieved.

### Police Lieutenant

HM Hired

**Position Summary:** The Police Lieutenant is accountable for supervising law enforcement officers, activities, and security functions. Plans, organizes and supervises police activities; assesses enforcement, protection and security needs of the institution; develops plans and procedures to accommodate full range of problems; allocates patrol or investigative area duty assignments to unit personnel; schedules subordinates to provide for 24-hour coverage of security function; plans, develops and conducts training programs; evaluates staff performance and reports on, recommends or takes corrective action as required; prepares reports of unit activities; coordinates exchange of information with other law enforcement agencies; supervises inspection or investigative activities; conducts confidential investigations and handles cases involving more serious or sensitive incidents; supervises, conducts or coordinates special programs, projects and services; supervises identification process for employees involved with security or handling of money; serves as a member of facility security committee; may perform full range of police enforcement, protection, security and administrative functions as required; may take command of police unit in absence of an official of higher rank; performs related duties as required.

**Qualifications:** Five (5) years of experience as a Police Officer in an organized police department or within state service. Two (2) years of the General Experience must have been at the level of Police Sergeant. A Bachelor's degree may be substituted for one (1) year of the General Experience.

Recruitment activities included advertising on the ECSU website, the DAS JobsApp website, the CT Police Chiefs Association, and the CT Law Enforcement Council.

13 applicants applied for the position which include 10 WM, 1 WF, 1 BM, and 1 HM.

7 candidates were interviewed which included 5 WM, 1 BM, and 1 HM.

10 of the 13 applicants are goal candidates. 3 WM were not CT POST Certified and were not eligible to serve as certified/sworn officers. 2 WM submitted incomplete applications and never responded to requests to provide needed. 2 WM were interviewed but did not possess the needed supervisory experience at the Sergeant level or higher as required for the position. 2 WM were interviewed but

had difficulty aligning with the philosophies of law enforcement on a college campus (particularly, community policing at campus events, education, and collaborative work with administration. 1 WM withdrew when it was determined he was not eligible for retirement from current job.

The selected HM has a bachelor's degree in sociology and a master's degree in criminal justice administration. He retired at the Lieutenant level with over 30 years of experience in law enforcement and has experience working with college-age populations. He has experience developing programs in university-settings and is fluent in Spanish.

### **Police Officer**

**WF Hired**

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

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

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

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

1 WF was interviewed.

1 of the 7 applicants was a goal candidate. 1 HF was not a certified police officer and was no CT POST certified as required.

The selected WF is currently CT POST certified and is currently employed as a police officer at the University of Connecticut. She has prior municipal law enforcement experience and hold certifications in dispatch, 911 Telecommunications, Critical Incident, and Missing & Abducted Children.

### **Protective Services Trainee**

**HF Hired**

**Position Summary:** The protective services trainee is accountable for taking a prescribed formal academic and on the job training course in basic police work involving investigative and inspection techniques and procedures. Upon successful completion of training and probationary requirements incumbents in this position will be eligible for appointment to Police Officer with responsibility for protection of life and property at Eastern Connecticut State University.

**Qualifications:** A High School diploma or General Educational Development (GED) certification prior to admission to the Connecticut Police Training Academy is required. General intelligence; ability to follow oral and written instructions; ability in oral and written expression; ability to evaluate emergency situations and develop effective courses of action; ability to deal effectively with those contacted in the work.

Recruitment activities included advertising on the ECSU website, the DAS JobsApp website, Capital Region Chief's Association, LEC, and POST-C.

43 applicants applied for the position which include 18 WM, 2 WF, 9 BM, 3 BF, 5 HM, 2 HF, 1 AAIANHNPI(M), 2 AAIANHNPI(F), and 1 TF.

9 candidates were interviewed which included 2 WM 1 BM, 1 BF, 1 HM, 2 HF, 1 AAIANHNPI(F), and 1 TF.

The selected HF **goal candidate** has a bachelor's degree in sociology and recently completed an internship for the Bristol Police Department. She is well versed with working with diverse populations and has worked in a university-setting previously. She previously attended the CT Police Academy, has a current CHIP Physical Agility Card, and is fluent in Spanish.

#### **VIII. Category: Maintenance**

**Hiring Goals:** 26 WM, 4 WF, 1 BM, 1 AAIANHNPI(M), and 1 TM.

**Hired:** 3 WM, 2 WF, 5 HM, 3 HF, and 1 TM.

**Achieved:** 3 WM, 2 WF, and 1 TM goals were achieved.

#### **Building Superintendent 1**

**HF Hired**

**Position Summary:** The Building Superintendent 1 is accountable for supervising remedial and custodial services, minor maintenance, building operations as a shift or functional area supervisor; Schedules, assigns, oversees and reviews work of staff; provides staff training and assistance; conducts performance evaluations; determines priorities and plans building maintenance work; establishes and maintains building maintenance procedures; develops or makes recommendations on development of policies and standards; acts as liaison with other operating units, agencies and outside officials regarding unit policies and procedures; prepares reports and correspondence; conducts regular and special inspections to insure compliance with standards; inspects properties for defective lighting, plumbing, heating, ventilating and similar facilities and equipment and assigns staff to remedy same or reports to superior; maintains inventory of furniture and equipment and requisitions replacements and supplies; ensures that room(s) are properly set up for special events; investigates reports of willful or malicious damage to state property; supervises minor repair work not requiring services of trades workers; in a small institution may be in complete charge of physical plant, mechanical equipment and grounds; ensures proper temperatures maintained; responds to emergencies on twenty-four hour basis; may conduct new product and equipment testing; performs related duties as required.

**Qualifications:** Four (4) years of experience in building management or in the operation or maintenance of buildings. Three (3) years of the General Experience must have been in a lead capacity in the maintenance of buildings.

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

18 applicants applied for the position which include 9 WM, 2 BM, 6 HM, and 1 HF.

5 candidates were interviewed which included 1 WM, 3 HM, and 1 HF.

11 of the 18 candidates are goal candidates. 9 (7 WM, 2 BM) did not have the required 4 years' experience in building management. 1 WM withdrew from the search process prior to interview. 1 WM was interviewed but accepted another offer prior to the offer.

The selected HF previously served as a lead custodian in a university-setting and has over 12 years of experience in building maintenance and management.

### **Custodian – 11 Positions**

**1 WF, 2 WM, 2 HF, 5 HM, and 1 TM Hired**

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

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

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

**Custodian Search #1:** had 58 applicants to apply for the position which includes 28 WM, 7 WF, 10 BM, 1 BF, 5 HM, 2 HF, 4 AAIANHNPI(M), and 1 AAIANHNPI(F).

16 candidates were interviewed which included 10 WM, 2 WF, 1 BM, 2 HM, and 1 HF

46 of the 58 are goal candidates. 4 WM submitted incomplete applications and did not provide required information upon request. 16 (8 WM, 4 WF, and 4 BM), did not return the phone call to

schedule their interview. 17 (11 WM, 2 WF, 3 BM, 1 AAIANHNPI(M)), did not meet the minimum qualifications of having at least one (1) year of custodial experience. 4 (1 WM, 2 WF, 1 BM) withdrew their application due to accepting another position. 1 BM could not be offered the position due to failing the background check. 1 WM was previously employed and terminated by UCONN. 3 (2 WM, 1 BM) were offered a position and declined. **1 WM was hired.**

The selected WM **goal candidate** has over 5 years of experience in the custodial field and has experience cleaning educational facilities as he previously worked as a custodian at a local high school.

The selected HM has over one year of experience working as a custodian/maintenance worker at a private hospitality company.

Another selected HM has over 5 years of experience in the custodial field and has previously worked at several colleges and universities. He also maintains several certifications to include OSHA, Asbestos Awareness, and Safety Enhancement.

The selected HF has over 20 years of experience and most recently worked for the local school district. She has also taken relevant courses toward an associate degree.

**Custodian Search #2** had 47 applicants who applied for the position which includes 15 WM, 5 WF, 10 BM, 7 HM, 2 HF, 4 AAIANHNPI(M), 1 TM, and 3 TF.

13 candidates were interviewed for the position which included 3 WM, 4 WF, 2 BM, 2 HM, and 2 HF.

31 of the 47 applicants are goal candidates. 3 (2 WM, 1 BM) submitted incomplete applications and did not provide required information upon request. 8 (2 WM, 1 WF, 5 BM) did not return the phone call to schedule their interview. 10 (7 WM, 2 BM, 1 TM) did not meet the minimum qualifications of having at least one (1) year of custodial experience. 1 WF withdrew her application prior to scheduling interview. 2 BM failed to show up for their scheduled interview. 1 WM was previous terminated by Eastern and could not be considered. 1 WM withdrew his application after rescheduling his interview twice. 3 (1 WM and 2 WF) declined the offer at time of hire. 1 WM was already hired for the same position under a different search candidate pool. **1 WF was hired.**

The selected WF **goal candidate** has over 2 years of experience as a custodian at another university and has also worked in other capacities within the hospitality management field.

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

**Custodian Search #3** had 33 applicants who applied for the position which includes 10 WM, 3 WF, 7 BM, 1 BF, 4 HM, 5 HF, 1 AAIANHNPI(M), 1 TM, and 1 TF.

11 candidates were interviewed to include 3 WM, 1 BM, 4 HM, 2 HF, 1 TM

21 of the 33 applicants are goal candidates. 6 (4 WM, 2 BM) did not return the phone call to schedule their interview. 11 (5 WM, 2 WF, 4 BM) did not meet the minimum qualifications of



having at least one (1) year of custodial experience. 1 WM was terminated from another State university and was ineligible for hire. 1 WF withdrew her application when contacted to schedule interview. 1 BM declined the position at time of offer. **1 TM was hired.**

The selected TM **goal candidate** has over 2 years of experience where he previously worked as a custodian for a local school district. He is familiar with cleaning educational facilities as well as working with diverse populations.

The selected HM has over 10 years of experience in facilities management where he previously worked in a cleaning supply company warehouse as well as a furniture store warehouse. He is knowledgeable of the use of various cleaning supplies as well as equipment.

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

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

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

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

The selected HM has over 4 years of experience in facilities management having previously worked as a custodian and facilities manager from private companies.

The selected HF has over 5 years of experience having previously worked as a custodian at another State University as well as working as a housekeeping for a private company. She has also worked as a Certified Nursing Assistant where she was also responsible for cleaning and sanitation duties.

### **Landscape Technician – 2 Positions**

**1 WF and 1 WM Hired**

**Position Summary:** Prepares, installs and maintains decorative landscaping features to include flowers, plants, shrubs, ornamental grasses, trees, waterscapes, lighting and decorative and synthetic or natural materials in formal gardens, plant containers, borders and island beds; hauls materials, fills, grades and slopes work sites; pulls weeds, mulches, repairs drip lines, waters and fertilizes; installs and maintains turf by seeding or siding, repairing, mowing and fertilizing; clears brush, debris and leaves from lawns and catch basins; installs, maintains and regulates irrigation systems; installs and maintains recreational sports fields; operates and maintains various large and small power and construction equipment including bucket/boom truck, front loader, backhoes, bulldozers, forklifts, tractors, dump trucks of five (5) ton or greater capacity, plow and pickup trucks and trailers, street sweepers, leaf vacuums, wood chippers, mowers, leaf blowers, weed whackers and chain saws; maintains and repairs small gas engine power equipment and large equipment to include, but not limited to, oil and spark plug change, blade sharpening, tire change or repair, fluid change and

battery replacement; uses and maintains various hand tools; assists with the set up and dismantling of, but not limited to, plantings, fences, chairs, tents, bleachers and tables for special events; installs and maintains fences, bollards and signage campus wide; installs, maintains and repairs asphalt pavement and other materials on travelled surfaces; performs pre-treatment and snow and ice removal; assists arborists with tree pruning or felling operations; maintains orderliness and efficiency of landscape work sheds and surrounding areas; removes trash and changes bins daily; may apply pesticides under direct supervision; may paint poles and other structures within the landscape; may travel to work at regional campuses; performs related duties as required.

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

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

47 applicants applied for the position which included 34 WM, 2 WF, 2 BM, 6 HM, 1 HF, 1 AAIANHNPI(M), and 1 AAIANHNPI(F).

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

The selected WF **goal candidate** has over 15 years of experience in the facilities management industry with over 6 years of those years being in the landscaping field. She is knowledgeable about all landscaping equipment and tools and previously worked as part-owner of her family's landscaping company.

The selected WM **goal candidate** has over 8 years of experience in landscaping and maintains a certificate in turf management. He is knowledgeable about irrigation systems and has worked with all types of landscaping machines and equipment.

## SECTION 2: PROMOTIONAL GOALS AND ANALYSIS

### I. Category: Executive/Managerial

**Promotion Goal:** 1 HM and 1 AAIANHNPI(F).

**Promoted:** 1 WF, 1 HM, 1 HF, and 1 AAIANHNPI(F).

**Achieved:** 1 HM and 1 AAIANHNPI(F).

#### Director of Human Resources

#### Promoted HF

**Position Summary:** Under the general supervision of the *Chief Human Resources Officer*, the Director is responsible for Overseeing all human resource functions and responsibilities. In the absence of the *Chief Human Resources Officer*, is available to assist in performing appropriate functions as directed. Serves as office liaison with the Payroll Office, including but not limited to, providing contract interpretation, university policies and procedures, records management, and data management of computer files. Assists with the administration of collective bargaining agreements as directed and advises supervisors on state and CSU Personnel Regulations, General Letters, employee discipline, contract interpretation, FMLA leaves/ paid/unpaid leaves and other human resources matters. Responsible for the accurate data entry of all full time employee records (and all subsequent personnel actions) on the Human Resources/Payroll Database (CORECT) and maintains related University personnel and confidential medical records. In addition, data enters all position actions (i.e., establishments, reclassifications, abolishments, etc.) in CORECT; ensures salary payment and rating is consistent with applicable CSU Personnel Policies and/or collective bargaining agreement. Serves as Eastern's Records Management Liaison Officer (RMLO) responsible for the appropriate maintenance and destruction of University records in accordance with State of Connecticut records retention guidelines. Advises university offices on record retention requirements and submits RC-108s on behalf of Eastern departments requesting approval to destroy documents. Coordinates preparation and submission of all sick leave bank (SLB) applications for Eastern employees. Counsels employees on retirement. Prepares all retirement packages and reviews information with employees prior to submission to the Retirement Division. Serves as the office liaison with the Retirement Division and performs other duties as assigned.

**Qualifications:** Bachelor's Degree and three years of professional experience in human resources administration involving, contract administration, benefits administration, compensation management, professional development, and database management. Master's preferred. Training management experience with stand-up training experience required; high energy, results-oriented professional with the ability to project credibility and build relationships with various constituencies; demonstrable knowledge of the basic principles of adult learning; and superior oral and written communication skills are important to the success of this position.

The promotional opportunity was filled due to reclassification and increased duties and responsibilities being added to the named individual's job description.

**Director of Information Technology**

**Promoted HM**

**Position Summary:** Responsible for all aspects of Media Services including the planning, managing and directing of the department. This position also provides primary academic IT/Media technology support for the campus. Responsibilities include supervision of all academic computer labs and all classrooms. In addition, this position is responsible for the academic IT/Media training division and the Help Desk.

**Qualifications:** Master's degree in Educational Technology Leadership or related field required. Seven years of experience in instructional media or academic computing including formulation and implementation of media services policies and staff supervision. Demonstrated effective interpersonal and communication skills. Demonstrated ability to supervise staff. Ability to manage a budget

The promotional opportunity was filled due to reclassification and increased duties and responsibilities being added to the named individual's job description.

**Dean of Education & Professional Studies**

**Promoted AAIANHNPI(F)**

**Position Summary:** The Dean is the academic administrative head of the School of Education and Professional Studies and reports to the Vice-President for Academic Affairs. The Dean advises the Vice-President on academic policies and procedures, personnel matters and academic planning. The Dean provides the vision and leadership to guide the school in maintaining and strengthening its academic programs within the departments of Education, Health and Physical Education, Business, Economics, and Communication and oversees other offices and centers as directed including, but not limited to the Center for Early Childhood Education. The Dean plays a leadership role in promoting and strengthening the University's undergraduate and graduate teacher education programs, with an emphasis on program quality and distinctiveness.

**Qualifications:** An earned doctorate in an appropriate academic discipline, ten years of higher education experience with at least three years of demonstrated successful experience as an academic administrator, scholarly credentials appropriate for a senior faculty member, strong communication and interpersonal skills, knowledge of teacher education accreditation processes, and commitment to affirmative action and equal opportunity principles.

24 applicants applied for the position which include 10 WM, 3 WF, 1 BM, 7 AAIANHNPI(M), 2 AAIANHNPI(F), and 1TF.

5 candidates were interviewed which included 3 WM and 2 AAIANHNPI(F).

The selected AAIANHNPI(F) **goal candidate** was promoted from the position of professor. She exceeded all minimum qualifications and demonstrated experience and success in all areas of responsibility for the position.

## Executive Director for the Institute of Sustainability

Promoted WF

**Position Summary:** Under the supervision of the University President, the Director for the Institute for Sustainability is responsible for the overall organization and operational management of the Institute and serves as the Institute's chief operating officer. Specific responsibilities of the Director of Operations include, but are not limited to, the following: Develop the Strategic Plan for the Institute, including its organization and management functions, operating policies and procedures, marketing, and the implementation of programs in furtherance of the mission, objectives, and funding of the Institute. Evaluate and assess technical and legal requirements for all proposals and programs. Prepare program and project proposals for submission to funding and contracting organizations, consistent with the Institute's Strategic Plan. Develop budgets, manage Institute finances, and submit annual progress reports for all programs and projects. Organize and conduct program review, administrative evaluation, assessment for legal and regulatory compliance, and executive briefings for all programs and projects as required by the University, and/or funding organization. Plan, develop, and manage the Institute's human, physical, and fiscal resources. Hold regular meetings with the Institute's Board of Advisors in order to assess the current program activities, and to identify potential grant opportunities. Performs other duties related to those enumerated above which do not alter the basic level of responsibility of the position, as assigned by the President.

**Qualification:** Master's degree required. Substantial successful administrative management, with technical and regulatory experience in an energy-related organization. Required abilities include policy development and program management; superior leadership skills; ability to organize and manage program teams; and excellent communication, writing, planning, and analysis skills. Understanding of energy at the industry, user, and governmental levels, specific to Connecticut and the region is necessary. Experience working effectively with governmental advisory and regulatory boards and commissions is required. Demonstrated experience with policy development, organizational planning as well as technical energy efficiency and sustainability applications.

The promotional opportunity was filled by WF through executive appointment due to the unique and complex skills and abilities needed to fulfill the job duties and responsibilities.

## II. **Category: Faculty/Associate Professor to Professor**

**Promotion Goal:** 18 WM, 3 AAIANHNPI(F), and 2 TF

**Promoted:** 1 WM and 1 AAIANHNPI(F).

**Achieved:** 1 WM and 1 AAIANHNPI(F).

**1 WM and 1 AAIANHNPI(F) promotional goals were achieved.** Faculty promotions are governed by the AAUP collective bargaining agreement, and involve a number of years of preparation, time, mentoring and support. It generally requires eight years of full-time university teaching and five years at Associate Professor rank to be eligible for promotion. There was 2 WM (goal candidates) and 2 WF who were not promoted due to not having received the recommendation from all of the required entities needed for promotion pursuant to collective bargaining.

- II. Category: Faculty/Assistant Professor to Associate Professor**  
**Promotion Goal:** 5 HF, 3 AAIANHNPI(M), and 3 AAIANHNPI(F),  
**Promoted:** 2 WM, 1 WF, 1 HF, 2 AAIANHNPI(F), and 1 UM  
**Achieved:** 1 HF, 2 AAIANHNPI(F)

**1 HF and 2 AAIANHNPI(F) promotional goals were achieved.** Promotion from Assistant Professor to Associate Professor is governed by the AAUP collective bargaining agreement and involves a number of years of preparation and time. It generally requires five years of full-time university teaching and five years at Assistant Professor rank to be eligible for promotion. There was 1 HF (goal candidate) as well as 1 WM and 2 WF who were not promoted from Assistant Professor to Associate Professor due to not having received the recommendation from all of the required entities needed for promotion pursuant to collective bargaining.

- III. Category: Professional Non-Faculty**  
**Promotion Goals:** No promotional goals were set for this category.  
**Promoted:** 1 WF

**Billing Administrator**

**Promoted WF**

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

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

effective solutions. Credentials and/or experience substantially comparable to the above may also be considered.

7 applicants applied for the position which included 6 WF and 1 BF.

3 candidates were interviewed which included 2 WF and 1 BF.

The selected WF was promoted from the position of Cash Accounting Clerk. She has a bachelor's degree and is familiar with WebFocus, billing plans, Banner and CORE-CT.

**IV. Category: Secretarial/ Clerical**

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

**Promoted:** None

**V. Category: Tech/Paraprofessional**

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

**Promoted:** None

**VI. Category: Skilled Crafts**

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

**Promoted:** None

**VII. Category: Protective Services**

**Promotional Goals:** No promotional goals were set for this category

**Promoted:** None

**VIII. Category: Maintenance**

**Promotional Goals:** No promotional goals were set for this category.

**Promoted:** None

### SECTION 3: PROGRAM GOAL ANALYSIS

Goals Set (2022 – 2023)	Responsible Staff	Timetable
(a) Develop and implement an online/video training module for search committees to supplement the charge meetings conducted by the VP for Equity & Diversity. The training will not only highlight the critical aspects of the search procedures but will also provide education and awareness related to managing implicit bias in the search process and strategies for promoting an inclusive work environment.	VP for Equity & Diversity	March 2023
(b) Develop an exit interview and/or questionnaire process related to assessing workplace climate for employees who are leaving employment at the University. The information derived will be used to make continuous improvements to workplace climate at Eastern Connecticut State University.	VP for Equity & Diversity	March 2023
(c) The Diversity and Social Justice Council will review data obtained from the campus climate study that was administered during the spring to develop an operating plan related to continuing efforts to build a campus environment that embraces equity, diversity, and inclusion and dismantles systemic racism, oppression, and bigotry.	VP for Equity & Diversity	March 2023

**Program Goals Achieved:**

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

- (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.

### **Program Summary:**

Goals for hiring and promotion for 2022-23 were achieved by increasing the pool of applicants eligible for hire and promotion. The Affirmative Action program is governed by affirmative action laws, guidelines and policies, and as outlined in section 46a-68-88 of the Affirmative Action regulations. To this end;

- Recruitment efforts continue to be implemented by electronic announcements and the use of the University website, as well as through the online version of state and national publications. The University HR-Administrator works on advertisements that assist search committees, specifically search chairs were assisted in locating specialized job postings, and publishing all job posting on electronic recruitment systems. New websites have been added as a resource for advertising.
- Search committees used personal recruitment efforts through professional conference attendance, and contacts made with other Universities. These contacts included contacting other University Departments to notify them of specific position vacancies. Also, personal contacts were made by Search chairs, Department chairs, and Academic Deans as a way of enhancing the diversity of the search pool.
- At Eastern, effort to provide diversity and quality is a University endeavor that includes the President, the Vice President for Equity & Diversity, the Provost and department members. Further efforts were made by meeting with the Vice Presidents concerning training and promotional opportunities. Two special meetings on Affirmative Action were held with Vice Presidents, Deans and Directors to ensure they were aware of policies, procedures, and goals.
- Training also continues to be important to the overall affirmative action program at the University. Training is used as a way of promoting understanding on issues of diversity, and for providing preventive measures to address other forms of discrimination or harassment. Beyond training provided by the Office of Equity, Diversity & Title IX, additional training sessions are provided through the Office of Human Resources during new staff orientation sessions held throughout the year in areas including diversity, sexual harassments, and disability awareness, as well as skill development such as computer technology and related areas.
- During 2022-2023 promotions occurred in both the unclassified and unclassified employee category. 13 faculty members and 1 professional/non-faculty were promoted. Promotions and upward mobility remain an important part of the university program.

## **14. CAREER MOBILITY**

### **SECTION 46a-68-91**

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

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

**Subsection (a):**

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

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

- 1) The race and gender composition of program participants is consistent with affirmative action protected classes.
- 2) The Training Coordinator, Chief Human Resources Officer and the Director of Career Success Center are available for consultations about career planning, promotional and training opportunities at the University.
- 3) The Human Resource Office conducts training sessions to inform and educate employees such as in areas of technology training. Tuition Reimbursement for college courses within the Connecticut State University System and in-service training is available per collective bargaining agreement.
- 4) Eastern initiates reclassification requests for upward mobility where possible. In addition, the University has a Merit Promotion System which enables employees to be promoted without having to take examinations, if a duties questionnaire reveals that he/she is performing at a higher classification.
- 5) Due to fiscal constraints during 2022 – 2023, Eastern established limited promotional goals to be filled through upward mobility.

**Subsection (b):**

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

## Upward Career Mobility Program Guidelines

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

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

### WHAT IS AN UPWARD CAREER MOBILITY PROGRAM?

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

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

### RESPONSIBILITY

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

### COMPONENTS OF AN UPWARD CAREER MOBILITY PROGRAM

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

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

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

**TARGET POPULATION**

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

**Upward Mobility Efforts**

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

Efforts:

- a. The program is open to all classified, maintenance, technical paraprofessional and protective services categories.
- b. Employees in these categories are encouraged to seek counseling and take courses. The following employees have actually taken courses as part of their interest in upward mobility during 2022-23:

Category	Position	Race/Gender	Course
3	Director of Opportunity Programs	WM	Advanced Grant Proposal Writing
3	Director of Institutional Research	AAIANHNPI(M)	SQL Server Introduction
3	Accounting Associate	WF	Adobe Acrobat DC: PDF, Files, Formats, and Forms
4	Administrative Assistant	WF	Access Introduction
4	Administrative Assistant	WF	Excel Data and Functions
8	Landscape Technician	WM	First Time Supervisor – Management Part 1
8	Materials Storage Specialist	WF	Excel Introduction

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

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

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

<b>Category</b>	<b>Department</b>	<b>Race/Gender</b>	<b>Course Type</b>
2	Art & Art History	AAIANHNPI(F)	Graduate
2	Economics	AAIANHNPI(M)	Graduate
2	English	WF	Graduate
2	Athletics	WF	Graduate
2	Library	WM	Graduate
3	Academic Success Center	WF	Graduate
3	Housing & Residential Life	WM	Graduate
3	Housing & Residential Life	WF	Graduate
3	Housing & Residential Life	BM	Graduate
3	Housing & Residential Life	WM	Graduate
3	Housing & Residential Life	WF	Graduate
3	AccessAbility Services	WF	Graduate
3	Information Technology Services	WM	Undergraduate
3	Information Technology Services	WM	Graduate
3	Information Technology Services	WF	Graduate
3	Information Technology Services	WF	Graduate
3	Information Technology Services	WF	Undergraduate
3	Career Success	HM	Graduate
3	Fiscal Affairs	WF	Graduate
3	Child Development Center	HF	Graduate
4	Fiscal Affairs	WF	Graduate
4	Institutional Advancement	WF	Graduate

- c. Career counseling is offered on an as needed basis to employees in the maintenance, protective services and classified areas.
- d. No new career ladders have been established due to fiscal constraints.
- e. Targeted positions would have included:
  - 1) secretary to supervisor
  - 2) supervisor to administrator
  - 3) maintenance to skilled craftsperson
- f. Alternative qualifications are rarely considered; however, efforts to provide appropriate job training and education opportunities have been successful.

(1) Eastern is a public liberal arts university, therefore free or reduced tuition costs for employees support, upward mobility. Additionally, on the job training may be available.

- (2) Within fiscal constraints, in-service training and special programs to specifically support upward mobility training were reviewed, discussed, and offered.
- (3) Career counseling sessions remain available to help employees select career paths, make decisions on educational directions, and advise on how to prepare, educationally, for advancement opportunities. These sessions are available as requested, and are offered in the Office of Human Resources. The Office of Human Resources also coordinates training sessions and tuition reimbursements, and has placed greater emphasis on assisting classified staff with skill development such as technology training and courses in writing. During 2021–2022 Human Resources records indicate that no classified employees participated in career counseling sessions offered by the office.
- (4) Expanding upward mobility opportunities is difficult due to fiscal constraints and such opportunities rely primarily on employee attrition from the higher position. As such, no upward mobility within occupation category occurred.

# **15. GOOD FAITH EFFORTS**

## **SECTION 46a-68-92**



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

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

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

## **16. INNOVATIVE PROGRAMS**

SECTION 46a-68-93

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

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

**Subsection (a):**

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

Innovative programs included in 2022-2023 foster an environment at Eastern that supports diversity and an understanding of affirmative action that support a diverse workforce. Also, special mentoring and funding for eligible employees are offered through the minority recruitment and retention programs for AAUP and SUOAF collective bargaining units.

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

- **Internship & Work Study/Student Interns and Student Employment:** Student internships and work study programs encourage involvement in the University setting. The Career Success Center held career fairs in both spring and fall. Students and student workers are encouraged to take on internships at the university and in external community settings.
- **Center for Community Engagement:** The Center for Community Engagement continue to coordinate volunteer activities of Eastern students where they are not only able to be of service to the community, but also gain practical skills.
- **Apprenticeship Program:** The computer support trainee program continued during the year. It hires undergraduate students into entry level computer support positions. The trainees get tuition waiver plus salary for the duties they perform. After completing the program there may be possibilities to become a permanent hire in an established computer position. In 2021-22, there was one computer support trainee, 1 HF was hired.
- **Day Care:** On site is a state of the art child & family development center offering extended day care service for employees and family in the area. In 2021-22 the day care center has five classes, with about sixty children. No new teachers were hired during the year.
- **Contractual Agreement in the AAUP (Instructional Faculty) and SUOAF (Administrative Staff) collective bargaining agreements:** these programs encourage minority recruitment of employees, mentoring and retention through special programs and grants. For example, a luncheon was held in the Fall and in the spring for mentors and mentees, in addition to regular monthly meetings. These programs have assisted in promotion and tenure along with providing professional growth for employees.

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

**Subsection (b):**

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

- The faculty minority recruitment and mentoring committee provided financial assistance to 13 minority faculty members to participate in various professional development opportunities.
- The administrative staff (professional non-faculty) recruitment and mentoring committee provided financial assistance to 8 minority staff members to participate in various professional development opportunities.
- Eastern Connecticut State University continues to be a founding institution in the North Star Collective Faculty Fellowship program sponsored by the New England Board of Higher Education (NEBHE) whereby 2 minority faculty members were selected for the fellowship and given guidance and support toward their tenure and promotion process.
- Eastern Connecticut State University began participation in the Executive Leadership Institute (ELI) which aids minority employees with advancing to higher administrative levels within higher education. 2 minority administrative-faculty members were selected for the institute where they will be given mentorship, guidance, and support toward their aspirations of advancing in rank within collegiate administration.
- A diverse group of key speakers appear on campus throughout the year for various University programs. Faculty, staff, and students are able to participate. Below are some of the workshops/trainings held throughout 2022-23:

<b>Workshop/Program</b>	<b>Speaker</b>	<b>Attended By:</b>
Racially Equitable Structures & Practices	Sabrina Gentlewarrior	28 Employees
Title IX Mandated Reporter Training	Sara Madera	12 Employees
Groundwork for Racial Equity Work	Estela Bensimon	24 Employees
CLERY Reporting Training	LaMar Coleman	8 Employees
FERPA Training	LaMar Coleman	10 Employees
Diversity & Inclusion Training	LaMar Coleman	15 Employees
Advancing Anti-Racism Framework	Kimberly Truong	20 Employees
Using Liberatory Consciousness on Campus	Barbara Love	14 Employees

Employee State Ethics Training	LaMar Coleman	4 Employees
New Employee Diversity Training	Kemora Herrington	38 Employees
Sexual Harassment Prevention Training	LaMar Coleman	16 Employees

## SAMPLE PROGRAM ADVERTISEMENTS

### Fall 2022 Calendar of Events

9/19

**@1PM - 2:30PM REJI Racially Equitable Structures &**

**Practices: Virtual:** <https://bridgew.zoom.us/j/97947612186?pwd=UHR2U0JkXkdvVzFoRENqNUJkZ1ZlUT09>

9/28

**@3PM - 4PM Title IX Mandated Reporter Training:**

**Gelsi-Young Connecticut Room**

9/29

**@12PM - 3PM REJI Laying the Groundwork for Racial Equity & Justice: Virtual:**

<https://bridgew.zoom.us/j/95780390080?pwd=DRBskVYUJ7W0I4UINDZWszLzJSZ709>

**@1PM - 2PM Invisible Disabilities: Location: TBA**

9/30

**@2PM - 3PM Title IX Mandated Reporter Training:**

**WebEx Link:** <https://easternct.webex.com/easternct/j.php?MTID=m85a86e32f9dc9fbbbc578b7360f0602>

10/5

**@3PM CLERY Training:**

**WebEx Link:** <https://easternct.webex.com/easternct/j.php?MTID=m45a77f1bd6b30917e3370a4275e310b>

10/12

**@3PM FERPA Training:**

**WebEx Link:** <https://easternct.webex.com/easternct/j.php?MTID=m18ad323dd4eb41bd1a8363d80170d7cb>

10/19

**@3PM Diversity & Inclusion Training:**

**WebEx Link:** <https://easternct.webex.com/easternct/j.php?MTID=m8a117f4d60116d12b54fa693182a37bb>

10/27

**@1PM - 3PM REJI: A Framework for Advancing Anti-Racism Strategy on Campus:**

**Virtual:** <https://bridgew.zoom.us/j/97788564531?pwd=U2h0U1R3UWp3ZlVlbnZlU0p0eHh1U09>

**Sexual Harassment Prevention Training: WebEx Link:** <https://easternct.webex.com/easternct/j.php?MTID=m56f1d46708651eb7c1b6b1cd720e378>

11/2

**@12PM - 3PM REJI: Utilizing a Liberatory Consciousness in Our**

**Racially Equitable Campus Work: Virtual:** <https://bridgew.zoom.us/j/92208A78836?pwd=U2h0U1R3UWp3ZlVlbnZlU0p0eHh1U09>

11/9

**@3PM - 4PM State Employee Ethics Training:**

**WebEx Link:** <https://easternct.webex.com/easternct/j.php?MTID=m559a41317494a80d1240b7a3c822e013>

12/15

**@11:30AM - 1:30PM REJI: Racial Equity Requires More than**

**Rewriting the Rule- It Requires Transformation:**

**Virtual:** <https://bridgew.zoom.us/j/92389539552?pwd=OVNha1l0p0eHh1U09ZHA3aVVMUjhtUT09>



## **EXAMPLES OF WORKSHOP PROVIDED BY THE RACIAL EQUITY & JUSTICE INSTITUTE (REJI)**

### ***Racial Equity and Justice Institute Virtual Convening***

***Laying the Groundwork for Institutional Racial Equity and Justice Work:  
Overview of Equity-Mindedness and Racially Equitable Action Planning***

***September 29, 2022, Noon-3:00 EST***

***Please invite all members of your campus that you believe would benefit to attend!***

The REJI is grateful to welcome new campuses and campus members to the REJI in an ongoing way. The session will provide a grounding in foundational tenets to racial equity work that will be most useful to newer REJI members. However, all members of the REJI are most welcome!

In advance of the session, read Racial Equity: Getting to Results and Racial Equity Action Plans

*Overview of Equity-mindedness (Noon-1:30 EST)*

*Break 1:30-1:45*

*Equity Skill Building Work Focused on Racially Equitable Action Planning (1:45-3:00 EST)*

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### ***Racial Equity and Justice Institute Virtual Convening:***

***A Framework for Advancing Anti-Racism Strategy on Campus:***

***A Conversation with Dr. Kimberly Truong and Dr. Clyde Wilson Pickett,  
members of the NADOHE Anti-racism Taskforce***

***October 27, 2022, 1:00-3:00***

***Please invite all members of your campus to attend!***

This keynote address will feature two of the authors of the National Association of Diversity Officers in Higher Education's resource [A Framework for Advancing Anti-Racism Strategy on Campus](#), Dr. Kimberly Truong, Chief Equity Officer at MGH Institute of Health Professions and Dr. Clyde Wilson Pickett, NADOHE Anti-Racism Task Force Chair, Vice Chancellor for Equity Diversity, and Inclusion and Chief Diversity Officer, University of Pittsburgh. This framework offers recommendations benefitting all campuses!

*Agenda:*

*1:00-1:10 Welcome*

*1:10-2:00 Keynote*

*2:00-2:30 Institution break out rooms to set racial equity goals based upon keynote*

*2:30-3:00 Q & A*

***Racial Equity and Justice Institute Virtual Convening:  
Utilizing a Liberatory Consciousness in Our Racially Equitable Campus Work  
November 2, 2022 -- 12pm-3pm EST  
Please invite all members of your campus to attend!***

This workshop will be facilitated by Dr. Barbara Love and Dr. Tanya Williams, two foremost racial equity practitioners and workshop facilitators, who will offer tools to aid us in our personal and interpersonal work as we seek to lead for racial equity on our campuses.

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***Racial Equity Requires More than Rewriting the Rules – It Requires Transformation  
Keynote by MA Commissioner of Higher Education Carlos Santiago  
December 15, 2022, 11:30-1:30 EST  
Please invite your entire campus community to this convening!***

Commissioner of Massachusetts Department of Higher Education Carlos Santiago is helping to lead the nation in offering higher education strategies for centralizing racial equity into our policies, practices and pedagogies. The REJI is indebted to the commissioner for his committed and fearless equity-minded leadership. In this keynote, Commissioner Santiago will share next steps for the equity agenda.

*Agenda*

*Welcome 11:30-11:45*

*Commissioner Santiago keynote 11:45-12:30*

*12:30-1:00 institution-specific break out groups to discuss keynote and the ways in which this information can inform campus-based equity efforts*

*1:00-1:30 Q and A with the Commissioner*

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***Racial Equity and Justice Institute Virtual Convening  
Laying the Groundwork for Institutional Racial Equity and Justice Work:  
Equity-Minded Data and Sense-Making – Foundational Steps to Equity Action  
January 19, 2023 - 12:00-3:00 EST  
Please invite members of your campus that you believe would benefit to attend!***

The REJI is grateful to welcome new campuses and campus members to the REJI in an ongoing way. This session is intended to provide a grounding in foundational equity-minded data practices and is open to all members of REJI campuses.

*Agenda*

*Obtaining Equity-Minded Data (Noon-1:30 EST)*

*Break 1:30-1:45*

*Equity-minded Data Sense Making – A Key Step for Equity Action (1:45-3:00 EST)*



***Racial Equity and Justice Institute Virtual Convening  
Racially Equitable Teaching and Learning  
February 16, 2023, 11:30-2:30 EST  
Please invite all members of your REJI campus to attend!***

Infusing racial equity into teaching and learning practices and structures is essential for our campuses' transformation. Join Dr. Nia Hydell, Vice President for Alliance Engagement and Institutional Transformation at [Complete College America](#), for a keynote on racially equitable teaching and learning strategies and structural change. After a brief break we will then learn from a panel of faculty and students as they have a conversation about racially equitable teaching and learning.

*Agenda:*

*Welcome 11:30-11:45 EST*

*Vice President Nia Hydell Keynote: No Middle Ground 11:45-12:30*

*Q and A 12:30-12:45*

*Break 12:45-1:15*

*Racially Equitable Teaching and Learning Panel – A conversation with faculty and students 1:15-2:15*

*Q and A with Panel 2:15-2:30*

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***Racial Equity and Justice Institute Virtual Convening  
Calling in Others to the Work for Racial Equity  
April 20, 2023, 10:00-2:00 EST  
Please invite every member of your REJI campus to this workshop!***

Professor Loretta Ross is one of the foremothers in America's work for equity and justice. Her work focused on [calling people into the work for equity](#) provides a set of tools for all of us to use as we seek to advance this work across campus. It is a distinct honor have Professor Ross share her expertise and vision with the REJI.



# BEYOND DIVERSITY: VICE PRESIDENTS OF COLOR ON REPARATIVE JUSTICE



FRIDAY, OCTOBER 21, 2022



12:00 - 1:30 PM EST

What does reparative justice look like in action?  
What is the role of senior administrators of color  
in providing vision and strategic planning  
to move the needle towards racial justice  
on our campuses?

Join two VPs from our NSC member institutions  
as they discuss how they engage with  
reparative justice in their racial equity work.

The North Star Collective Fall 2022 Webinar  
is open to any administrators, faculty,  
and staff at our 16 member institutions.

**Live ASL interpretation will be provided.**



**DR. STEPHANIE AKUNVABEY**

VP for Equity & Inclusion &  
Chief Diversity Officer  
**Roger Williams University**



**DR. IDELLA GLENN**

VP of Equity, Inclusion, &  
Community Impact  
**University of Southern Maine**

**CLICK HERE**  
**OR SCAN HERE**  
**TO REGISTER**







## **NORTH STAR COLLECTIVE ROUNDTABLE DISCUSSION:**

### **SUPPORTING REPARATIVE JUSTICE TEACHING PRACTICES**

**FRIDAY, DECEMBER 2ND | 12:00 - 1:30 PM EST**

Please join us for the **North Star Collective  
Fall 2022 Roundtable Discussion.**

In this space, we will discuss how NSC campus leaders can provide equity-based institutional direction on faculty issues such as syllabus statements, land acknowledgements, teaching evaluations, annual reports, and tenure and promotion guidelines.

How do administrators support faculty equity and reparative justice practices in the classroom? How do they streamline these? How do they support faculty committed to this work and ensure that it is recognized?

This event is open to any administrators, faculty, and staff working on issues related to racial equity/ faculty affairs at one of our 16 NSC member institutions. Feel free to bring your lunch!

[Please pre-register for the roundtable discussion here.](#)





EASTERN CONNECTICUT STATE UNIVERSITY

# INTERCULTURAL CENTER



# WOMEN OF COLOR CIRCLE TALK

**A space for women of color to discuss issues  
affecting them as women of color and be able  
to lean on each other for support that leads  
to better connections**

**Dates:**

Jan.30th

Feb.13th

Feb.27th

Mar.20th

Apr.10th

**Time: 9Am**

**Location: Intercultural  
Center Conference Room**

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



# THE IC CELEBRATES DR. MARTIN LUTHER KING JR.

Celebrate the life and the contributions of Dr. Martin Luther King Jr. with the Intercultural Center on January 18th, 2023 from 11am-1pm.

We will be reflecting on his speeches, learning about his part in civil rights, and having fellowship together. All are welcomed!

We will have light refreshments from local black-owned business *The Wright Slice LLC*.

January 18th, 2023  
11am-1pm  
Intercultural Center  
Student Center 114

"I have decided to stick with love.  
Hate is too great a burden to bear."  
-Dr. Martin Luther King Jr.

EXPERIENCE THE BEST OF BOTH WORLDS  
**INTERCULTURAL  
CENTER**



IF YOU ARE AN INDIVIDUAL WITH A DISABILITY AND WILL  
NEED ACCOMMODATIONS FOR THIS EVENT, PLEASE CONTACT  
JOSH SUMRELL AT 860-485-4421 OR  
EMAIL [SUMRELLJ@EASTERNCT.EDU](mailto:SUMRELLJ@EASTERNCT.EDU).



TIME: 2PM-3PM

Location: Intercultural center  
Student Center 114

# HOW PRIVILEGE SHAPES US

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

EASTERN CONNECTICUT STATE UNIVERSITY  
INTERCULTURAL  
CENTER

**RSVP** →



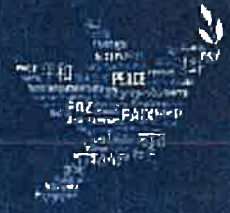
**EASTERN  
CONNECTICUT  
STATE UNIVERSITY**



IT IS THE POLICY OF EASTERN CONNECTICUT STATE UNIVERSITY TO ENSURE



# International Mother Language Day



February 21, 2023

11:30am-1:30pm

Student Center Café

Scan the QR Code to learn more:



Join us as we celebrate and learn about all the languages of our Eastern Community. We will have trivia, music, resources, and fellowship. All are welcomed!

Sponsored by the World Languages Department, the Intercultural Center, the Office of Equity and Diversity, the J. Eugene Smith Library and the Department of Computer Science.



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INTERCULTURAL  
CENTER



Intercultural Center and Women Center  
Division of Student Affairs

# Intersectionality through Gender and Race

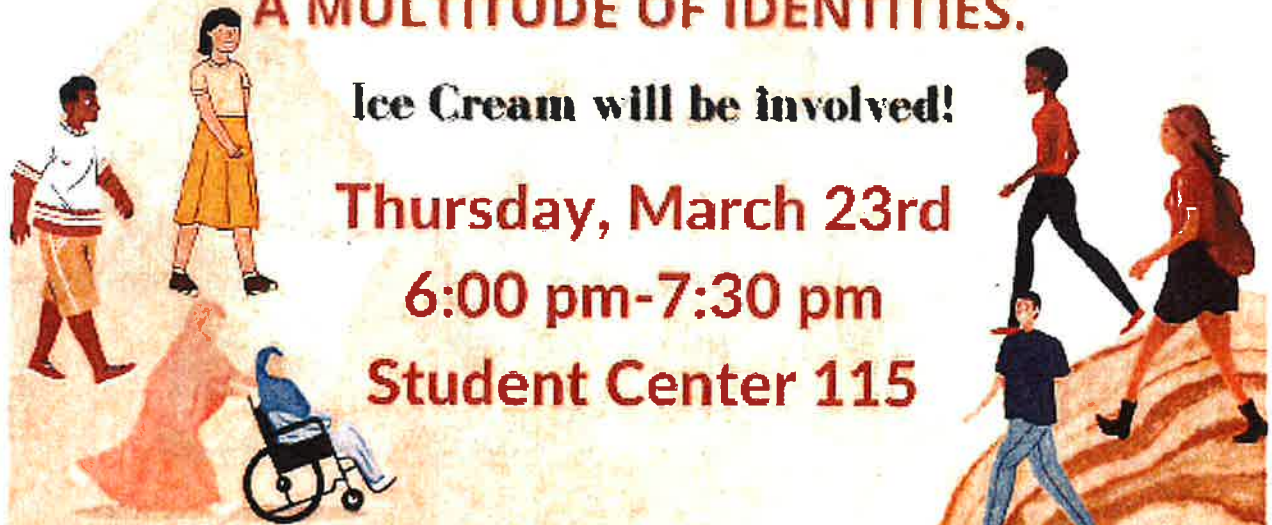
JOIN A WORKSHOP ABOUT  
INTERSECTIONALITY AND THE WAYS  
OUR LIVED EXPERIENCES – POSITIVE  
AND NEGATIVE ARE INFLUENCED BY  
A MULTITUDE OF IDENTITIES.

Ice Cream will be involved!

Thursday, March 23rd

6:00 pm-7:30 pm

Student Center 115



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



# Talking to Different People: Microaggression Workshop

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

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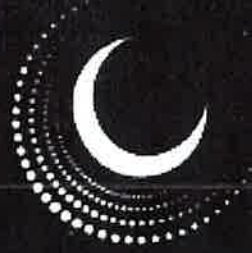
Thursday, March 23rd  
Student Center, Room 115

Time: 1PM - 2PM



EASTERN CONNECTICUT STATE UNIVERSITY  
**INTERCULTURAL  
CENTER**

IT IS THE POLICY OF EASTERN CONNECTICUT STATE UNIVERSITY TO  
ENSURE EQUAL ACCESS TO ITS EVENTS. IF YOU ARE AN INDIVIDUAL WITH  
A DISABILITY AND WILL NEED ACCOMMODATIONS FOR THE EVENT, PLEASE  
CONTACT JOSHUA SOMBELL AT [SOMBELLJ@EASTERNCT.EDU](mailto:SOMBELLJ@EASTERNCT.EDU)



# TAKE BACK THE NIGHT



**THURSDAY, APRIL 20**  
**BTR @ 6PM-9PM**

## **CEREMONY & SPEAK OUT**

SUPPORT SURVIVORS AND BE PART OF A CULTURE COMMITTED TO PREVENTING ALL FORMS OF SEXUAL AND GENDER-BASED VIOLENCE WITH KEYNOTE SPEAKER AND FOUNDER OF WRITTEN PURPOSE, GINA ROCH.

## **LELE PROJECT VIGIL**

HEAR WORDS FROM CORRINA MARTIN, MOTHER OF ALYSSIAH WILEY, WHO WILL LEAD THE LELE RALLY.

## **LELE RALLY & TBTN MARCH**

STUDENTS AND ALL EASTERN WARRIORS MARCH IN PROTEST OF GENDER-BASED VIOLENCE.

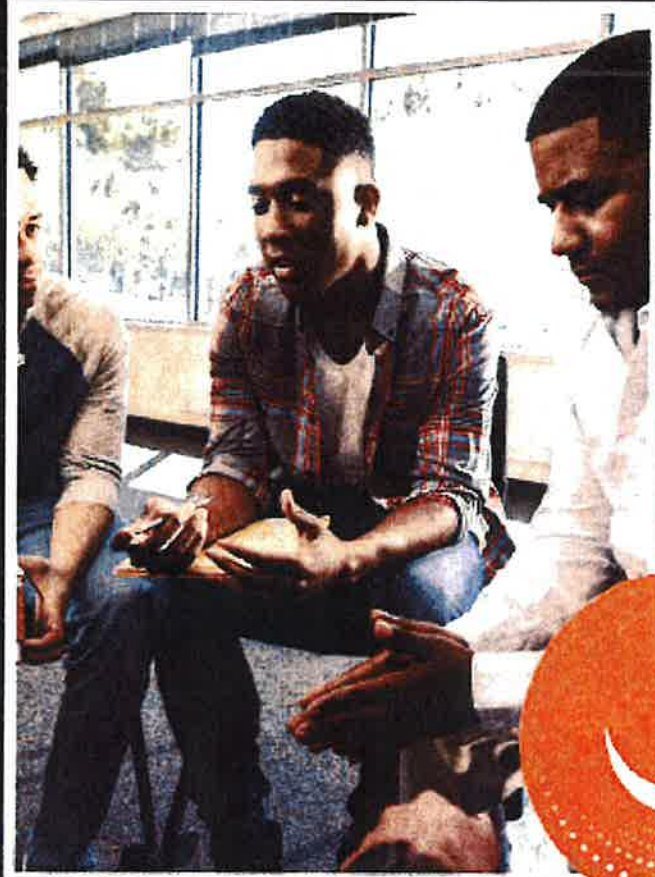
## **AFTERBURNER**

ALLIES AND SURVIVORS COMING TOGETHER IN THE SPIRIT OF CONNECTING AS A COMMUNITY.

EASTERN CONNECTICUT STATE UNIVERSITY  
the Women's Center with the Take Back the Night  
Committee, FEMALES, the SAIV-RT, the Office of Equity  
& Diversity, Arthur L. Johnson Unity Wing,  
Division of Student Affairs



Arthur L. Johnson Unity Wing • Division of Student Affairs  
Sponsored by the Women's Center, Counseling and Psychological Services (CAPS)  
and the Office of Equity and Diversity



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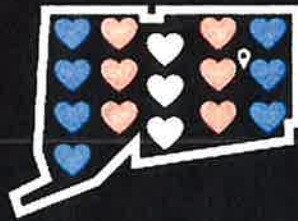
## Why Men March Too

April 14 @ 1pm, Student Center, Rm. 219

**A dialogue with Dr. Bryce Crapser and Roland Galvez  
about ways men at Eastern can rise against  
gender-based violence, support survivors, and  
be a force for positive social change.  
Come chat and chew.**

If you are an individual with a disability and will need accommodations for this event, please contact the Women's Center Director, Starsheemar Byrum at 860-465-4314 or email [byrums@easternct.edu](mailto:byrums@easternct.edu).

Pride Center • Arthur L. Johnson Unity Wing • Division of Student Affairs • Pride Alliance



# TRANS day of VISIBILITY

THURSDAY, MARCH 31

International Transgender Day of Visibility (TDOV) celebrates the lives and contributions of transgender and nonbinary people while raising awareness of the work that still needs to be done to achieve trans justice.



## T-Shirt Giveaway | March 28-31, Student Center Information Desk

Rock a FREE Eastern TDOV t-shirt in support of this annual celebration! Students, faculty, and staff can pick up a shirt beginning March 28 through March 31 at the Student Center Information Desk while supplies last! Help your chances of getting a shirt by scanning the QR code and filling out an Early Bird Reservation Form.

## Group Photo | March 31, 12pm, Meet at Fine Arts Circle

Wear your TDOV T-shirt and join us for a group photo at the Fine Arts circle.

## Paint the Rock | March 31, 1pm-3pm

Join Pride Alliance in painting the rock in dedication to TDOV.

## TDOV Go Live with Benjamin Kennedy | March 31, 4pm, Instagram Live



Benjamin C. Kennedy is a transgender author, educator, and activist. His work focuses on equity policy, investigating and supporting gender identity development in early childhood, and helping educators to create trans affirming curriculum and classrooms. To attend this Instagram Live event, follow the Eastern Pride Center on Instagram @easternpridecenter.

## Among Community with Benjamin Kennedy | March 31, 5pm, WebEx

This virtual gathering space is for Trans identifying Eastern students. TDOV Keynote Speaker, Benjamin Kennedy will open a conversation about transitioning during college and take questions from the group. Registration required, scan QR code for registration form.



To request an accommodation to participate in this event, please contact the Pride Center Coordinator, Nicole Potestivo at (860)465-0056 or email [potestivon@easternct.edu](mailto:potestivon@easternct.edu).





## Connecticut State University System Consortium Virtual Career Fair

APRIL 20, 2022 | 12PM - 4PM EDT

- Learn about Employers in Group Session Virtual Event Rooms
- Connect Through Pre-Scheduled 1-on-1 Meetings
- Access to Organization Profiles and Job Postings
- Use Audio or Video for Private Interactions
- Upload your Resume and Other Documents
- Make Easy and Efficient Connections

Register at [CareerEco.com/Events/CSUSC](https://CareerEco.com/Events/CSUSC)  
[CSUSC@CareerEco.com](mailto:CSUSC@CareerEco.com) | 770.874.7807



**SAVE THE DATE**

**WINSTON E. THOMPSON  
GLOBAL MAJORITY RETREAT**

advancing equity, diversity, and inclusion in CT higher education

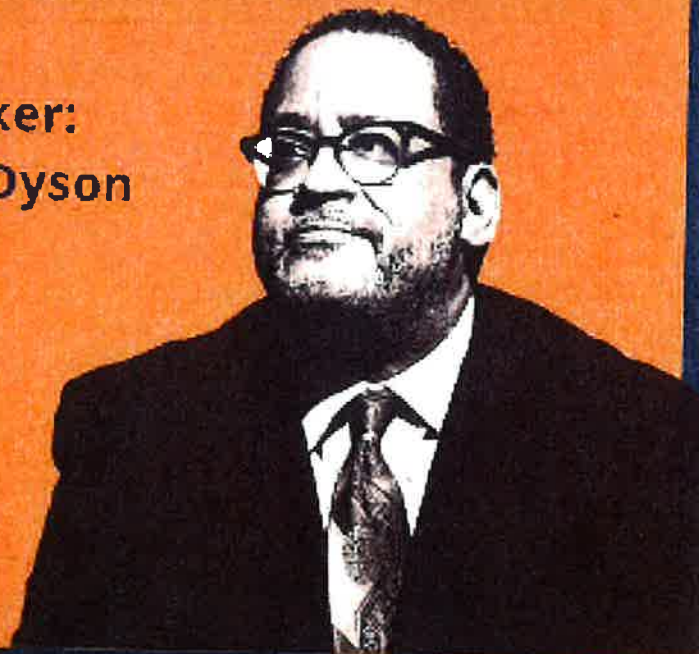
**FRIDAY, APRIL 29, 2022**

**HARTFORD/WINDSOR MARRIOTT AIRPORT HOTEL  
WINDSOR, CT**

**conference theme: "Creating and Building  
Equity-Minded Campuses"**

**Keynote Speaker:  
Dr. Michael Eric Dyson**

Distinguished public  
intellectual and author of  
"Entertaining Race:  
Performing Blackness in  
America"



For more information: [cscu-gmr@commnet.edu](mailto:cscu-gmr@commnet.edu)

## **17. CONCLUDING STATEMENT**

SECTION 46a-68-94

**EASTERN CONNECTICUT STATE UNIVERSITY  
AFFIRMATIVE ACTION PLAN  
SECTION 46a-68-94  
CONCLUDING STATEMENT**

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

**Subsection (a):**

Eastern Connecticut State University's Affirmative Action Plan contains a Concluding Statement that:

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

**Subsection (b):**

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



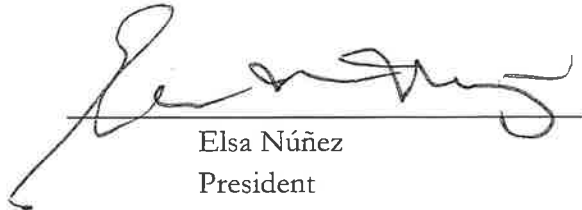
## Concluding Statement

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

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

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

7/25/23  
Date

  
Elsa Núñez  
President