



EASTERN CONNECTICUT STATE UNIVERSITY



# **AFFIRMATIVE ACTION PLAN**

**JULY 30, 2025**

**Dr. Karim Ismaili**  
**President**

# **1. POLICY STATEMENT AND SIGNATURE**

SECTION 46a-68-78

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

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

**Subsection (a)**

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

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

**Subsection (b)**

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



EASTERN CONNECTICUT STATE UNIVERSITY

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

## **AFFIRMATIVE ACTION POLICY STATEMENT**

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

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

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

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

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



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

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

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

July 24, 2025  
Date

Karim Ismaili  
Karim Ismaili, Ph.D.  
President

## **2. INTERNAL COMMUNICATION**

### SECTION 46a-68-79

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

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

**Subsection (a)**

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

**Subsection (b)**

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

**Subsection (c)**

1. Diversity and sexual harassment training were provided in both an in-person format as well as via an online training program. Pursuant to 46a-54(15)(A) of the Connecticut General Statutes, sexual harassment training was offered in-person on 11/7/2024. New Employees also had the option of completing the online sexual harassment training offered by Connecticut's Commission on Human Rights & Opportunities (CHRO). Regardless of modality and regardless of employment start-date, training needed to be completed by 3/30/2025. **The following employees completed the sexual harassment training:**

WM	WF	BM	BF	HM	HF	AAM	AAF	TM	TF	TOTAL
5	8	1	4	1	0	1	1	1	1	23

Pursuant to 46a-54(16) of the Connecticut General Statutes, diversity training was offered in-person on 10/17/2024. New employees also had the option of completing the online diversity training offered that has been customized for Eastern Connecticut State University and offered by Vector Solutions, Inc. Regardless of modality and regardless of employment start-date, training needed to be completed by 3/30/2025 **The following employees completed the diversity training:**

WM	WF	BM	BF	HM	HF	AAM	AAF	TM	TF	TOTAL
6	9	1	4	1	1	1	1	1	1	26

\*AA: AAIANHNPI

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

#### **Subsection (d)**

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

University search procedures were also reviewed with the committees. In addition, the Office of Equity, Diversity & Title IX answered numerous queries during the search process covering all aspects of the search.

The policy statement approved in the 2024 AA Plan was sent to faculty and staff on December 19, 2024.

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**From:** Coleman, LaMar (Equity and Diversity)

**Sent:** Thursday, December 19, 2024 12:24 PM

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

**Subject:** 2024 Affirmative Action Plan Approval Notification

Dear Colleagues,

I am pleased to inform the campus community that on October 9, 2024, President Ismaili appeared before the Connecticut Commission on Human Rights & Opportunities (CHRO) to present Eastern's annual Affirmative Action Plan/Report. We were notified on October 23, 2024 that the plan was approved and all sections are noted as being in compliance (**see attached**).

In accordance with Section 46a-68-79 of the CHRO regulations, not only are we sharing the University's Affirmative Action Policy Statement signed by President Ismaili (**see attached**), but we are also providing access to the 2024 Affirmative Action Plan for anyone who desires to review and/or make comment on it. You can access the 2024 Affirmative Action Plan on the Equity & Diversity website or by clicking: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. Any comments about the plan or about Eastern's non-discrimination policies can be submitted to the Office of Equity & Diversity by April 1, 2025.

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

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

Best wishes and have a very happy holiday season!

*LaMar E. Coleman, Ed.D.*

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

**Vice President for Equity & Diversity**

Gelsi-Young Hall - Administration Building, Office Suite 254

Eastern Connecticut State University

83 Windham Street | Willimantic, CT 06226

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

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



## EASTERN CONNECTICUT STATE UNIVERSITY

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### **AFFIRMATIVE ACTION POLICY STATEMENT**

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

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

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

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

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

Dec 16, 2024

Date



Karim Ismaili, Ph.D., President





EASTERN CONNECTICUT STATE UNIVERSITY

*Office of Equity & Diversity*

December 19, 2024

Dear Eastern Connecticut State University Colleagues;

Eastern Connecticut State University values diversity in hiring and recognizes the importance of promoting a policy of non-discrimination in employment. Each year, in accordance with section 46a-68-79 of the Connecticut General Statutes and the Commission on Human Rights and Opportunities (CHRO) regulations, the University affirmative action policies and affirmative action plan are made available for review by the Eastern Connecticut State University campus community. The 2024 Affirmative Action Plan for Eastern Connecticut State University was unanimously approved by a vote of the Commission on October 9, 2024 and is now available for review on the Office of Equity & Diversity website at <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>

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

In accordance with CHRO regulations, agency employees as well as the community at-large can provide comments regarding the most recent Affirmative Action Plan. Comments need to be submitted to the Office of Equity & Diversity by April 1, 2025.

If you have any questions about the 2024 Affirmative Action Plan or about the University's non-discrimination policies, please contact the Office of Equity & Diversity at 860-465-5112.

Sincerely,

LaMar Coleman, Ed.D.

Vice President for Equity & Diversity

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

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**From:** Coleman, LaMar (Equity and Diversity)  
**Sent:** Wednesday, October 2, 2024 1:20 PM  
**Cc:** Coleman, LaMar (Equity and Diversity) <colemanla@easternct.edu>  
**Subject:** Mandatory Trainings for New Employees

Dear Eastern Employee,

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

I am writing to inform you of two mandated trainings that are required of new employees. First, *Connecticut General Statute Section 46a-54(16)*, states that employees hired within a State agency must complete a mandatory **DIVERSITY TRAINING** within six months of their hire date. Therefore, we have scheduled an in-person diversity, equity and inclusion training for all employees hired within the last six months that will meet this mandated requirement. The mandatory diversity training will take place on **Thursday, October 17, 2024, from 3:00pm to 5:00pm in Student Center, room 217**. Again, employees receiving this email should make every effort to attend to remain in compliance.

Second, *Connecticut General Statute 46a-54(15)* indicates that all State employees must receive **SEXUAL HARASSMENT PREVENTION TRAINING** within the first six months of their employment with the State of Connecticut. As such, an in-person training has been scheduled for new Eastern employees on **Thursday, November 7, 2024, from 2:00pm to 4:00pm in the Student Center, room 217**. Employees receiving this email should make every effort to attend to remain in compliance.

As we prepare for these upcoming trainings, we are asking those who are planning to attend to RSVP by October 11, 2024, by clicking the links on the attached flyer for each training. Light refreshments will be served.

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

Sincerely,

*LaMar E. Coleman, Ed.D.*

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

**Vice President for Equity & Diversity**

Gelsi-Young Hall - Administration Building, Office Suite 254

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# STATEMENT OF POLICY ON DISCRIMINATION AND SEXUAL HARASSMENT

## EASTERN CONNECTICUT STATE UNIVERSITY

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

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

### I. Definitions

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

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

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

## II. Contacts

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

# EASTERN CONNECTICUT STATE UNIVERSITY

## OFFICE OF EQUITY & DIVERSITY

### INFORMATION ON THE AMERICANS WITH DISABILITIES ACT

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

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

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

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

## **COVERAGE OF SUBSTANCE ABUSE**

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

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

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

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

## **HEALTH AND SAFETY CONSIDERATIONS**

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

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

# EASTERN CONNECTICUT STATE UNIVERSITY

## OFFICE OF EQUITY & DIVERSITY

### GUIDELINES FOR REASONABLE ACCOMMODATIONS IN EMPLOYMENT

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

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

#### **Explanation of Terms:**

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

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



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

### **Applicant/Employee Responsibility:**

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

### **Employer Responsibilities/Procedures for Documentation Review:**

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

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

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

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

## **The Advisory Committee on People with Disabilities:**

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

LaMar Coleman, Ed.D.	Vice President for Equity & Diversity
Michelle Delaney	Vice President Student Affairs
Terry D. Royce, AIA	Associate Vice President for Facilities Management
Brooks Scavone	Director of AccessAbility Services
Christina Irizarry, Ed.D.	Director of Opportunity Programs
Sara Madera	Director of Institutional Equity/Title IX Coordinator

## **AFFIRMATIVE ACTION PROGRAM EVALUATION**

**April 1, 2024 – March 31, 2025**

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

Name: Benjamin Pauley

Title: Interim Provost and Vice President for Academic Affairs

1. How would you assess the affirmative action goal achievements in 2024-2025 for your respective division? What aided and what challenged goal achievements in your division?

While we only met one goal out of six new faculty hires this year, we did fail several faculty searches due to candidate pools not being diverse enough and not having enough qualified candidates. We will launch the searches that were failed during the next year and our goal will be to meet more of the faculty hiring goals.

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

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

3. What is your assessment of Eastern’s 2024 Affirmative Action Plan? Are the internal and external communications efficient? Are the programmatic and hiring goals reasonable? Is the grievance procedure widely known and effective? For reference, you can view a copy of the plan by clicking: [2024 Affirmative Action Plan](#)

The 2024 plan is excellent with reasonable goals and communication to all stakeholders.

## **AFFIRMATIVE ACTION PROGRAM EVALUATION**

**April 1, 2024 – March 31, 2025**

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

Name: James R Howarth

Title: Vice President for Finance & Administration

1. How would you assess the affirmative action goal achievements in 2024-2025 for your respective division? What aided and what challenged goal achievements in your division?

We experienced mixed success with filling positions in the current job market with some positions having small candidate pools due to a lack of interest in the specific position (particularly in our Public Safety Department). The Facilities Management Department’s “maintenance” category continues to be heavily populated with Hispanic applicants. We made a concerted effort to diversify this area this past year.

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

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

3. What is your assessment of Eastern’s 2024 Affirmative Action Plan? Are the internal and external communications efficient? Are the programmatic and hiring goals reasonable? Is the grievance procedure widely known and effective? For reference, you can view a copy of the plan by clicking: [2024 Affirmative Action Plan](#)

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

## **AFFIRMATIVE ACTION PROGRAM EVALUATION**

**April 1, 2024 – March 31, 2025**

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

Name: Michelle M. Delaney

Title: Vice President of Student Affairs

1. How would you assess the affirmative action goal achievements in 2024-2025 for your respective division? What aided and what challenged goal achievements in your division?

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

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

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

3. What is your assessment of Eastern’s 2024 Affirmative Action Plan? Are the internal and external communications efficient? Are the programmatic and hiring goals reasonable? Is the grievance procedure widely known and effective? For reference, you can view a copy of the plan by clicking: [2024 Affirmative Action Plan](#)

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

### **3. EXTERNAL COMMUNICATION and RECRUITMENT STRATEGIES**

#### **SECTION 46a-68-80**



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

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

**Subsection (a):**

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

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

**Subsection (b):**

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

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

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

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

### **Subsection (c).**

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

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

### **Contract Compliance:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

External Communication Additions

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

## FEMALE AND MINORITY CONTRACT LIST

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

Arleen Cohen, Executive Director  
Center for Latino Progress  
95-97 Park Street, 2nd floor  
Hartford, CT 06106  
[Arleen\\_Cohen@ctprf.org](mailto:Arleen_Cohen@ctprf.org)  
860-247-3227

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

Dr. O. John Maduko  
CT State Community College  
185 Main Street  
New Britain, CT. 06051  
  
Telephone: 860-612-7005

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

Dr. Mary Ellen Jukoski, Ed.D., President  
Three Rivers Community College  
574 New London Turnpike  
Norwich, CT 06360  
860.215.9001  
[MJukoski@threerivers.edu](mailto:MJukoski@threerivers.edu)

Ms. Adrienne W. Cochrane, J.D., Chief  
Executive Officer  
The YWCA of the Hartford Region  
135 Broad Street, Hartford, CT 06105  
[Ywcainfo@ywcahartford.org](mailto:Ywcainfo@ywcahartford.org)  
860.525.1163

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

Kathleen Holgerson, Director  
UConn Interim VP for Diversity & Inclusion  
2110 Hillside Rd., Unit 3118  
Storrs, CT 06269  
860.486-4738

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

Dr. Manuel Gomez, CEO  
Gateway Community Technical College  
20 Church Street  
New Haven, CT 06510  
203.285.2000

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

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

Mr. Corrie Betts, President  
NAACP, Greater Hartford Branch  
P.O. Box 1012  
Hartford, CT 06143  
860.253.2750

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

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

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

## KEY AFFIRMATIVE ACTION DIRECTORS

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

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

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

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

Amanda Anduaga-Roberson,  
Equal Opportunity Employment Manager  
Connecticut State Dept. of Public Health  
860.509.7267/ [Amanda.anduaga-roberson@ct.gov](mailto:Amanda.anduaga-roberson@ct.gov)

Dr. Michael Russo  
VP for Equity  
Central Connecticut State University  
1650 Stanley Street, Davidson Hall, RM 119  
New Britain, CT 06050  
860.832.0178 / [michael.russo@ccsu.edu](mailto:michael.russo@ccsu.edu)

Ms. Jennifer Labate, J.D.  
Chief Diversity Officer  
Western Connecticut State University  
181 White Street  
Danbury, CT 06810  
203.837.8277/ [crattyf@wcsu.edu](mailto:crattyf@wcsu.edu)

Sarah Chipman, J.D., Interim Associate VP  
Office of Institutional Equity  
University of Connecticut  
241 Glenbrook Road – Wood Hall  
860.486.2943/ [equity@uconn.edu](mailto:equity@uconn.edu)

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



## **Recruitment Sources:**

### **Newspapers**

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

### **Websites**

[www.higheredjobs.com](http://www.higheredjobs.com)  
[www.jobcentral.org/ct](http://www.jobcentral.org/ct)  
[www.careerbuilder.com](http://www.careerbuilder.com)  
[www.academickeys.com](http://www.academickeys.com)  
[www.hotjobs.com](http://www.hotjobs.com)  
[www.ctjobs.com](http://www.ctjobs.com)  
[www.indeed.com](http://www.indeed.com)  
[www.monster.com](http://www.monster.com)  
[www.rice.com](http://www.rice.com)  
[www.craigslist.org](http://www.craigslist.org)  
[www.easternct.edu/humanresources/jobs.html](http://www.easternct.edu/humanresources/jobs.html)  
[www.wihe.com](http://www.wihe.com)  
[www.diversejobs.net](http://www.diversejobs.net)  
[www.hispanicprotal.com](http://www.hispanicprotal.com)  
[www.herc.org](http://www.herc.org)  
[www.h-net.org/jobs/](http://www.h-net.org/jobs/)  
[www.studentaffairs.com](http://www.studentaffairs.com)  
[www.oecollaborative.com](http://www.oecollaborative.com)  
[www.acpa.org](http://www.acpa.org)  
[www.theplacementexchange.org](http://www.theplacementexchange.org)

## **Organizations**

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

## **Mailing List/Listserv/Certification List**

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

## Employee Recruitment in Higher Education Including Race/Gender Specific Resources

### **ABILITY LINKS**

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

<https://abilitylinks.org/>

### **ACADEMIC CAREERS ONLINE**

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

<https://academiccareers.com/>

### **ACADEMIC DIVERSITY SEARCH**

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

<https://www.academicdiversitysearch.com>

### **ACADEMIC KEYS**

A leading source for academic employment.

<https://www.academickeys.com>

### **ACADEMIC SEARCH INC.**

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

<https://academicsearch.org/>

### **AFRICAN AMERICAN REVIEW**

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

<https://afamreview.org/>

### **AMERICAN ASSOCIATION FOR ACCESS, EQUITY, AND DIVERSITY**

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

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

### **AMERICAN ASSOCIATION OF BLACKS IN HIGHER EDUCATION**

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

<https://aabhe.education/>

### **AMERICAN ASSOCIATION OF PEOPLE WITH DISABILITIES**

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

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

### **AMERICAN ASSOCIATION OF UNIVERSITY WOMEN**

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

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

### **AMERICAN COLLEGE HEALTH ASSOCIATION**

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

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

### **AMERICAN COLLEGES AND UNIVERSITIES ASSOCIATION**

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

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

### **AMERICAN COUNCIL ON EDUCATION**

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

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

**AMERICAN EDUCATIONAL RESEARCH ASSOCIATION**

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

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

**AMERICAN INDIAN HIGHER EDUCATION CONSORTIUM**

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

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

**ASSOCIATION OF AMERICAN UNIVERSITIES**

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

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

**BLACK CAREER WOMEN**

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

<https://abwhe.org/>

**BLACK ENTERPRISE & BLACK ENTERPRISE MAGAZINE**

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

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

**BLACKS IN HIGHER ED**

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

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

**COMMISSION ON ACCESS, DIVERSITY AND EXCELLENCE**

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

<http://www.aplu.org>

**CONGRESIONAL HISPANIC CAUCUS INITIATIVE**

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

<https://chci.org/>

**CONNECTICUT ASSOCIATION ON HIGHER EDUCATION AND DISABILITY**

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

<http://www.ctahead.org>

**CONNECTICUT ASSOCIATION OF LATINOS IN HIGHER EDUCATION**

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

<https://calahe.org/>

**COUNCIL OF COLLEGES OF ARTS AND SCIENCES**

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

<http://www.ccas.net>

### **COUNCIL FOR OPPORTUNITY IN EDUCATION**

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

<http://www.coenet.org>

### **DIVERSITY.COM**

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

[Diversity.com](http://Diversity.com)

### **DIVERSITY INC.**

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

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

### **EQUALITY MAGAZINES**

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

<https://equalitymagazines.com/>

### **HBCUCONNECT**

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

<http://www.hbcuconnect.com>

### **HISPANIC ASSOCIATION OF COLLEGES & UNIVERSITIES**

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

<http://www.hacu.net>

### **HISPANICS IN HIGHER ED**

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

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

### **IHISPANO**

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

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

### **IMDIVERSITY INC.**

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

<https://imdiversity.com/>

### **INSIGHT INTO DIVERSITY**

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

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

### **JOURNAL OF BLACKS IN HIGHER EDUCATION**

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

<http://www.jbhe.com>

### **LATINO PROFESSIONAL NETWORK**

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

<http://www.lpnonline.com>

### **LEAGUE OF UNITED LATIN AMERICAN CITIZENS**

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

<https://lulac.org/>

### **NATIONAL ASSOCIATION FOR EQUAL OPPORTUNITY IN HIGHER EDUCATION**

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

<http://www.nafeonation.org>

### **NATIONAL COALITION OF BLACK WOMEN (NCBW)**

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

<https://ncbw.org/>

### **NATIONAL CONFERENCE ON RACE & ETHNICITY IN HIGHER EDUCATION**

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

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

### **NATIONAL COUNCIL ON DISABILITY**

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

<http://www.NCD.gov>

### **NATIONAL INDIAN EDUCATION ASSOCIATION**

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

<http://www.niea.org>

### **NATIONAL MINORITY TECHNOLOGY COUNCIL**

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

<http://www.nmtcimpact.org>

### **NEMNET- MINORITY RECRUITMENT**

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

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

### **UNIVERSITY JOB BANK**

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

<http://www.universityjobs.com>

### **WOMEN IN HIGHER EDUCATION (WIHE)**

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

<http://www.wihe.com>

### **WOMEN IN ACADEMIA REPORT**

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

<http://www.wiareport.com>

### **WOMEN FOR HIRE**

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

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

### **WORKPLACE DIVERSITY**

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

<https://workplacediversity.com/>

## SAMPLE ADVERTISEMENTS

+ Navigation



## Job Opportunities

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

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

## School of Arts and Sciences

✓ Assistant Professor - Neuropsychology (Tenure Track)



# Eastern CT State University

## Assistant to the Director of Financial Aid

Willimantic, CT    Full Time    Mid Level

### Position Responsibilities:

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

### Qualifications:

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



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## Vice President for Finance and Administration (VPFA)

### [Eastern Connecticut State University](#)

in Willimantic, CT

[Apply on Institution's Website](#)

Type: Full-Time

Posted: 06/06/2024

Application Due: Open Until Filled

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

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

### Position Summary:

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

The Vice President for Finance & Administration:

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

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

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

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

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

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

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

#### QUALIFICATIONS:

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

#### TO APPLY:

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

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

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

### **Billing Administrator Advertisement**

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

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

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

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

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

# Administrative Positions

- Executive Assistant to the President

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

## **Position Summary:**

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

## **The Executive Assistant to the President:**

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

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

**Qualifications:**

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

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

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

**TO APPLY:**

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





(<https://aaahq.org/>)

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[← Return to Jobs \(https://careercenter.aaahq.org/manage-jobs\)](https://careercenter.aaahq.org/manage-jobs)

# Assistant/Associate/Full Professor of Accounting

 Willimantic, Connecticut

 Active

Views

 1

Applicants

 0

Actions ▾

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

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

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

Job Title	Assistant/Associate/Full Professor of Accounting
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Job Status	Active
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<b>Date Posted</b>	September 15, 2022
<b>Location</b>	Willimantic, Connecticut
<b>Job Category</b>	Faculty Position
<b>Position Type</b>	
<b>Education</b>	Doctorate Degree
<b>Experience</b>	Entry Level
<b>Salary</b>	
<b>Description</b>	

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

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

**Department: Accounting**

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

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

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

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


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

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

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

## Associate Director of Health Services: Nurse Practitioner

 NP - FNP

 Willimantic, CT

 Permanent



### Eastern Connecticut State University

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

[I'm Interested](#)

## Job Details

### Description

#### Associate Director of Health Services: Nurse Practitioner

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

#### Responsibilities and duties:

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

Requirements	<p><b>REQUIRED QUALIFICATIONS:</b></p> <p>Current license as a registered nurse, RN, in the State of Connecticut</p> <p>Completion of a Nurse Practitioner program with a concentration in Adult and/or Family Practice</p> <p>Current national certification as a Nurse Practitioner by an approved board</p> <p>Licensure as an APRN (Nurse Practitioner) in the State of Connecticut</p> <p>Current advanced CPR certification for the healthcare professional</p> <p>Ability to practice independently</p> <p><b>DESIRABLE CRITERIA:</b></p> <p>Experience with college age population and/or experience in a college setting.</p> <p>Background in a preventative health care and wellness promotion.</p> <p>Understanding of and experience with health issues likely to affect a diverse population of university students, including women's health.</p> <p>Clinical experience in urgent care, primary care, college health, family practice or acute care.</p> <p>Experience with administrative aspects of a health care practice.</p> <p><b>Application Process:</b></p> <p>Submit a resume and cover letter with the contact information for 3-5 professional references to Ms. Heidi Paradis at <a href="mailto:paradishe@easternct.edu">paradishe@easternct.edu</a></p>
Location	Willimantic, Connecticut 06226
Profession	Nurse Practitioner
Specialty	Family Medicine
Employment Type	Permanent
Employer	Eastern Connecticut State University



EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

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

Dear Mr. Barr:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023-2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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

Sincerely,

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

Cc: Karim Ismaili, Ph.D., President



A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

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

Dear Dr. Lanagan-Leitzel,

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023-2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

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

Cc: Karim Ismaili, Ph.D., President



A University of the CSU System ■ An equal opportunity institution





EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

Dr. William Lugo  
Webb Hall, Room 434  
83 Windham Street  
Willimantic, CT 06226

Dear Dr. William Lugo,

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023-2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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

Sincerely,

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

Cc: Karim Ismaili, Ph.D., President



A University of the CSU System ■ An equal opportunity institution



## EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

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

Dear Dr. Burkholder:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023-2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

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

Cc: Karim Ismaili, Ph.D., President



A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

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

Dear Dr. Lumbatobing:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023-2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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

Sincerely,

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

Cc: Karim Ismaili, Ph.D., President



A University of the CSU System ■ An equal opportunity institution



EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

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

Dear Dr. Swanson:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023-2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

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

Cc: Karim Ismaili, Ph.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

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

Dear Ms. Balducci:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023/2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

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

Cc: Karim Ismaili, Ph.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

Ms. Rebecca Woodward, President  
SUOAF-AFSCME  
Western Connecticut State University  
White Hall 012  
181 White Street  
Danbury, CT 06810

Dear Ms. Rebecca Woodward:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023-2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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

Cc: Karim Ismaili, Ph.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

Mr. Robert DeMezzo, President SUOAF-AFSCME  
SCSU, Student Center  
501 Crescent Street  
New Haven, CT 06515

Dear Mr. DeMezzo

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023-2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

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

Cc: Karim Ismaili, Ph.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

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

Dear Ms. Bigelow:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023-2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

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

Cc: Karim Ismaili, Ph.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

Mr. John DiSette, President  
Administrative & Residual Employees Union  
805 Brook Street  
Rocky Hill, CT 06067

Dear Mr. John DiSette:

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

As an agency of the State, Eastern Connecticut State University is herby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023-2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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

Sincerely,

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

Cc: Karim Ismaili, President



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EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

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

Dear Mr. Chisem:

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023-2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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Sincerely,

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

Cc: Karim Ismaili, Ph.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

Mr. Travis Woodward  
Connecticut State Employees Association  
760 Capital Avenue  
Hartford, CT 06106

Dear Mr. Woodward:

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

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

Cc: Karim Ismaili, Ph.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

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

Dear Mr. Glidden:

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

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

Cc: Karim Ismaili, Ph.D., President



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EASTERN CONNECTICUT STATE UNIVERSITY

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

January 9, 2025

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

Dear Mr. Saunders

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

As an agency of the State, Eastern Connecticut State University is hereby communicating to all unions that represent agency employees, that we are an Affirmative Action Employer. You are welcome to examine our 2023-2024 Affirmative Action Plan at any time at: <https://www.easternct.edu/equity-and-diversity/affirmative-action-plan.html>. We will also be happy to make it available on request, or you can review a copy in the office at Gelsi & Young Hall, room 254, 83 Windham Street, Willimantic, CT 06226, at any time between the office hours of 8:00 a.m. to 5:00 p.m. In addition, we solicit any comments you may have on our plan and/or suggestions you might offer concerning how we might be more successful in achieving Affirmative Action goals.

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

Cc: Karim Ismaili, Ph.D., President



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## SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

4th QTR

Fiscal Year Period:

24

ENTER THIS QTR-

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

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 125,699,581.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 10,957,522.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 2,739,380.50
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 684,845.13

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 8,629,349.38	396	\$ 62,477,672.41	2,125
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 1,035,231.84	47	\$ 22,705,934.00	207

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)	\$ -	0	\$ 83,700.00	2
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 30,249.61	14	\$ 2,180,999.11	67
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 65.00	1	\$ 133,274.59	12
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 30,314.61	15	\$ 2,314,273.70	79
MBE TOTAL (Lines A - W)	\$ 30,314.61	15	\$ 2,397,973.70	81

## DEPARTMENT OF ADMINISTRATIVE SERVICES

FISCAL YEAR

2025

SUPPLIER DIVERSITY PROGRAM *Back-Up Sheets require Totals for each MBE Category*

## SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

1st QQTR

Fiscal Year Period:

25

ENTER THIS QTR-

Agency Name: Eastern Connecticut State University

Agency Number: 7805

Prepared by: Heather O'Neil

E-mail: [oneilh@easternct.edu](mailto:oneilh@easternct.edu)

Address:

Tel. #: 860-465-5296

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 125,404,295.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 13,050,174.69
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 3,262,543.67
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 815,635.92

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 26,032,809.48	991	\$ 26,032,809.48	991
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 4,457,538.58	88	\$ 4,457,538.58	88

7) Total Agency FY Expenditures for Purchases and Contracts  
from Minority Business Enterprises (MBE) only.

PLEASE CATEGORIZE:

A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 2,117,210.37	34	\$ 2,117,210.37	34
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 5,500.00	2	\$ 5,500.00	2
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 2,122,710.37		\$ 2,122,710.37	
MBE TOTAL (Lines A - W)	\$ 2,122,710.37		\$ 2,122,710.37	

## SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

2nd QTR

Fiscal Year Period

25

ENTER THIS QTR-

Agency Name: Eastern Connecticut State University

Agency Number: 7805

Prepared by: Heather O'Neil

E-mail: [oneilh@easternct.edu](mailto:oneilh@easternct.edu)

Address:

Tel. #- 860-465-5296

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 125,404,295.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 13,050,174.69
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 3,262,543.67
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 815,635.92

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 7,178,625.56	645	\$ 33,211,435.04	1,636
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 610,477.16	46	\$ 5,068,015.74	134

7) Total Agency FY Expenditures for Purchases and Contracts  
from Minority Business Enterprises (MBE) only.  
PLEASE CATEGORIZE:

A) American Indian (NI)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (DI)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DNI)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 143,636.87	18	\$ 2,260,847.24	52
M) Woman American Indian (NWI)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IWI)	\$ -	0	\$ 5,500.00	2
S) Disabled American Indian Woman (DNWI)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIWI)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 143,636.87		\$ 2,266,347.24	
MBE TOTAL (Lines A - W)	\$ 143,636.87		\$ 2,266,347.24	



## SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

3rd QTR

Fiscal Year Period:

25

ENTER THIS QTR-

Agency Name: Eastern Connecticut State University

Agency Number: 7805

Prepared by: Heather O'Neil

E-mail: [oneilh@easternct.edu](mailto:oneilh@easternct.edu)

Address:

Tel. #: 860-465-5296

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 125,404,295.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 13,050,174.69
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 3,262,543.67
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 815,635.92

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 12,451,884.03	391	\$ 45,663,319.07	2,027
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 999,728.91	46	\$ 6,067,744.65	180

7) Total Agency FY Expenditures for Purchases and Contracts  
from Minority Business Enterprises (MBE) only.

PLEASE CATEGORIZE:

A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 823,402.47	13	\$ 3,084,249.71	65
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 3,480.00	1	\$ 8,980.00	3
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 826,882.47		\$ 3,093,229.71	
MBE TOTAL (Lines A - W)	\$ 826,882.47		\$ 3,093,229.71	

## **4. ASSIGNMENT OF RESPONSIBILITY AND MONITORING**

SECTION 46a-68-81

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

**Subsection (a):**

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

**Subsection (b):**

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

The Vice President met with all the search committees and advised them on how to conduct Affirmative Action Searches. The President also met with various search committees to emphasize her commitment to affirmative action in Eastern's hiring practice and to discuss strategies to meet the University's affirmation action goals. During 2024-25, the President continued to support the Faculty JEDI (Justice, Equity, Diversity, & Inclusion) Group to explore the concept of cluster hiring, and continued Eastern Connecticut State University's involvement with the Racial Equity & Justice Institute (REJI) as well as the Executive Leadership Institute (ELI). Both institutes assist Eastern with reaching its equity goals.

The President also discussed the Affirmative Action Plan with his senior staff in Fall 2024 to develop strategies to meet the goals set in the Affirmative Action Plan.

The Vice President for Equity & Diversity also distributed goal achievement updates during meetings with the President, VPs, Deans, and Directors. (Copies of goal achievement updates were included in the good faith efforts section as well as the goal analysis section). A campus wide letter was sent electronically to employee to inform them about the approval and availability of the 2024 Affirmative Action Plan. (Attached in the Internal Communication section).

**Subsection (c):**

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

**Subsection (d):**

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

**Subsection (e):**

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

### **Diversity and Social Justice Council**

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

### **SUOAF - Minority Recruitment and Mentoring Committee (MRMC)**

<b><u>Name</u></b>	<b><u>Race/Sex</u></b>	<b><u>Title</u></b>	<b><u>% of Time</u></b>
Dwayne Cameron (Chair)	BM	Director Of Student Conduct	2%
Damali Abbensetts	BF	Assoc. Dir. Acad. Success Ctr.	1%
Sandra Flores-Gonzales	HF	Asst. Dir. Of AccessAbility Services	1%
Jenfrey Florentino	HM	Asst. Dir. Of Student Activities	1%
Clifford Marrett	BM	Dir. Of Diversity & Inclusion	1%
Jalah Oates	BF	Residence Hall Director	1%

### **AAUP - Minority Recruitment and Retention Committee (MRRC)**

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

AA: AAIANHNPI

### **Committee for People with Disabilities**

<b><u>Name</u></b>	<b><u>Race/Sex</u></b>	<b><u>Title</u></b>	<b><u>% of Time</u></b>
LaMar Coleman (Chair)	BM	VP for Equity & Diversity	2%
Michelle Delaney	WF	VP for Student Affairs	1%
Sara Madera	HF	Dir. of Institutional Equity	2%
Brooks Scavone	WF	Dir. of AccessAbility Services	2%
Christina Irizarry	HF	Dir. of Opportunity Programs	1%

#### **Subsection (f):**

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

#### **Subsection (g):**

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

#### **Subsection (h):**

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

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

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

The VP for Equity and Diversity oversees the functions of the Equity and Diversity office, including complaint investigation, diversity training, guiding the affirmative action search processes, monitoring diversity in searches, and approving completed searches. The University HR Administrator is responsible for monitoring diversity in the workforce and preparing the statistical portions of the

university's Affirmative Action Plan. The University HR Administrator also performs duties in the Office of Human Resources and in the Office of Institutional Research.

**Subsection (i):**

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

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

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



EASTERN CONNECTICUT STATE UNIVERSITY  
*Office of Equity & Diversity*

July 21, 2025

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

Dear Dr. Ismaili,

Pursuant to applicable provisions of Connecticut General Statutes 46a-68, enclosed you will find the proposed 2025 Affirmative Action Plan for Eastern Connecticut State University.

In your role as President of Eastern Connecticut State University, we acknowledge that the implementation and enforcement of the Affirmative Action Plan is ultimately your responsibility (as agency head). However, you have used your appointing authority to appoint me as the University employee responsible for assisting you with the development, implementation, and monitoring of the plan. As such, in addition to the plan itself, I have included a summary report of our activities and progress within the plan for the reporting period of April 1, 2024 through March 31, 2025.

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

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

Sincerely,

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

/enclosures



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

**Reporting Period: April 1, 2024 – March 31, 2025**

**Overall Status of the Affirmative Action/Equal Employment Opportunity Program**

Eastern Connecticut State University remains committed to a policy of affirmative action, equal employment opportunity, diversity, inclusion, and equity in the workplace. The Affirmative Action Plan covers the reporting period April 1, 2024 through March 31, 2025 and details our efforts, goals, responsibilities and establishes our new hiring, promotional and programmatic goals for 2025-2026.

Copies of the Affirmative Action Plan are available in the Office of Equity & Diversity. Additionally, the plan is posted on the Eastern Connecticut State University website to allow for easy access. As a public document, the Plan is available for review by employees, and the general public throughout the entire reporting period that runs from April 1, 2024 through March 31, 2025. The respective unions were encouraged to review the last AA Plan and direct any comments, in writing, to me (the Vice President for Equity & Diversity). During the past reporting period, no comments were received.

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

As it pertains to **hiring and promotional goals**, during the past reporting period, there were forty (40) hires that met seventeen (13) goals, or 33% goal achievement. By comparison, there were fifty (50) hires during the last reporting period and seventeen (17) goals were met or 34% goal achievement. This year there were twenty-six (26) promotions that met sixteen (16) goals or 62%. By comparison, last year there were eighteen (18) promotions that met eleven (11) goals or 61%. Thus, we had a very slight decrease (1%) with our percentage of new hires goal achievement compared to last year, but we increased our percentage (1%) of promotional goal achievement this year compared to last.

From an affirmative action **program goal** perspective, we were successful in achieving all three (3) stated goals for 2024-2025.

- (a) Despite the change in leadership within the Office of Human Resources, Eastern did pilot a version of new employee orientation. The orientation was offered at the beginning of the academic year and introduced new employees to the various resources, services, and offerings provided to employees by the University. In addition, new employees were provided with checklists of items they would need as they got acclimated to their new roles on campus (i.e. parking passes, IT account, keys, IDs, access cards/fobs, etc.). New employees are also provided information regarding personnel benefits and collective bargaining terms and conditions. They were introduced to key leaders on campus and provided handbooks and resources regarding policies, procedures, and protocols. To supplement the overall new employee orientation, the Center for Teaching Learning & Assessment facilitated a new employee orientation specifically for faculty. This orientation focused on information that was critical for new instructional faculty to know as it pertained to academic policies, academic support services for students, academic accommodations (and relevant compliance laws), instructional technology, classroom management, tenure/promotion process, and concepts pertaining to diversity and inclusion.
- (b) This past reporting year, we developed and introduced a new introductory climate survey that new employees were encouraged to take within the first 30 days of their employment. The climate survey aimed to understand the perceptions and concerns of new employees as they become acclimated to their new work environment. The survey addressed perception of belonging and inclusion within the work department as well as the University as a whole; it assessed the demeanor of colleagues and supervisors; the preparedness of the department to welcome a new employee; the perception of the new employee of the diversity represented on campus; and the overall satisfaction new employees had with their onboarding experience. The data derived from the surveys will be used to improve our onboarding process as well as improve any deficiencies we may have as we strive to promote an inclusive work environment.
- (c) In an effort to develop a structured and fair process when it comes to the internal search process for SUOAF employees, the Office of Equity & Diversity developed a set of procedures and guidelines that must now be followed when conducting an internal search via article 10.4.1 of the SUOAF-AFSCME collective bargaining agreement. Previously, internal searches could be conducted with very little oversight from the Office of Equity & Diversity. Application scoring rubrics were used at the discretion of the hiring department and search committees were not used. Instead, department heads could conduct interviews on their own and merely consult with their respective vice president regarding who to make offers to. The new process more closely mirrors the process for external searches and are overseen by the Office of Equity & Diversity. Application scoring rubrics are now required,

and clear justifications written regarding which candidate(s) are made offers. The new process provides greater checks and balance to ensure impartiality and fairness.

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

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

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

During this reporting period, the Director of Institutional Equity (a position that was created during the last reporting period) has taken on more responsibility. In addition to overseeing all matters pertaining to Title IX, the Director has also assumed responsibility for all matters pertaining to investigating and resolving all matters related to bias-related incidents. The Director has been a leader within the CSCU-System by working closely with the System-Wide Title IX Coordinator on the development of the newly created and implemented Discriminatory Harassment, Nondiscrimination, and Title IX Policy. She has also remained abreast of the ever-changing landscape related to Federal Title IX regulations as well as the various Federal Executive Orders impacting equity compliance. In addition, our Director of Diversity & Inclusion Affairs developed our first annual Martin Luther King Jr. Recognition Ceremony; a Change-Agent Certification Program; a Men of Color Retreat; and a Juneteenth Inspiration Program. I am optimistic that the current team of five (VP, Director of Institutional Equity, Director of Diversity & Inclusion Affairs, Administrative Assistant, and University Assistant) will continue to work effectively as they remain committed to reaching the equity goals and objectives set for the University.

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

1. Nearly 58% (23 of 40) of all new employees completed the Sexual Harassment Prevention Training that was sponsored in-person on November 7, 2024, and via the online platform sponsored by the Commission on Human Rights & Opportunities (CHRO). Follow-up will be done with the remaining employees to encourage them to complete their required training.
2. 65% (26 of 40) of all new employees completed an in-person Diversity Training that was held on October 17, 2024, and via the online Vector Solutions, Inc. platform. Follow-up will be done with the remaining employees to encourage them to complete their required training.
3. The VP for Equity & Diversity continues to meet, individually, with all new employees within their first 30 days of employment. The purpose of the meetings was to welcome the employee to Eastern, provide them with information and resources regarding discrimination policies and reporting procedures, obtain feedback regarding their transition, and to provide them with a welcome note and gift from the President. 35 new employees participated in the welcome meetings.
4. During this reporting period, the Office of Equity & Diversity developed a new climate survey for new employees to be able to provide feedback and input related to their onboarding process as well as their perception of how welcoming and inclusive Eastern was throughout their acclimation to the University. The feedback derived from these climate surveys will be used to make improvements to the onboarding process.

5. Eastern remains affiliated with several professional organizations to include National Association of Diversity Officers in Higher Education (NADOHE), the American Association for Access, Equity, and Diversity (AAAED), Connecticut Association of Diversity & Equity Professionals (CADEP), and Association of Title IX Administrators (ATIXA).
6. As new employees are hired, the Office of Equity & Diversity continuously updates our online Directory of Minority Faculty and Staff that is posted on Eastern's website. The purpose of the directory is to showcase the diversity of our faculty and staff to colleagues, potential employees, current and prospective students, and visitors.
7. Eastern continues to be a member of the Racial Equity & Justice Institute (REJI) housed at Bridgewater State University. The institute helps colleges and universities to plan/develop goals to minimize racial inequities on their campuses and then provides support and professional development as they strive to reach their equity goals. A working group of 15 faculty and staff participated in the work of the institute throughout the year.
8. In collaboration with a faculty interest group, developed and implemented JEDI (Justice, Equity, Diversity, and Inclusion) Mini-Grants to fund initiatives and projects proposed by faculty and staff that support or promote JEDI awareness or concepts on campus. Faculty and staff could be granted up to \$500 per project. During the 2024-25 academic year, approximately \$5,000 was provided for various JEDI projects throughout the campus.
9. During this reporting year, Eastern continued the Equity & Justice Awards where awards were given to campus community members who excelled in demonstrating racial justice rights, women's rights, and human rights.
10. During this reporting year, Eastern initiated an MLK Recognition Ceremony, a Kente Clothe Ceremony, and a Juneteenth Celebration to commemorate these diversity-related milestones throughout the year.
11. The Office of Equity & Diversity developed and implemented a DEI Change-Agent Certification programs with a track for employees and another track for students. 44 employees and 40 students participated in the program (respectively) and received certification.
12. The Office of Equity & Diversity has developed a Campus Diversity Resources Guidebook to aid employees, students, and visitors with identifying and locating various compliance and support-related services pertaining to diversity, equity, and inclusion, both on and off campus.

13. The Office of Equity & Diversity developed a scholarship guidebook with listings of more than 100 scholarship opportunities for underrepresented students who are seeking financial assistance with furthering their education. The guidebook is posted to the Equity & Diversity website.
14. The Office of Equity & Diversity redeveloped, expanded, and republished our listing of diversity recruitment organizations. The publication is made available to all search committees and is posted to our website.
15. The Office of Equity & Diversity spearheaded an Immigration Resource Working Group to remain abreast of changing legislation related to immigration and international students and to develop and provide various resources and supports to the campus community.
16. The Office of Equity & Diversity spearheads the Campus DEI-Leaders Working Group to streamline campus efforts related to diversity, equity, inclusion, and social justice matters on campus. The development of a strategic action plan related to DEI is part of their work.

Although the federal landscape remains turbulent and ambivalent when it comes to efforts involving diversity, equity, and inclusion, I am pleased to say that Eastern Connecticut State University has remained committed to our mission, values, and principles when it comes to promoting a fair, diverse, and welcoming environment. Our moral compass and obligation to our employees, students, and stakeholders guides us in doing what is right and fair. I am pleased that the State of Connecticut has also remained steadfast in its efforts to uphold an equitable, diverse, and inclusive state. While there are challenges associated with remaining abreast of changing laws, regulations, and executive orders from the federal government, Eastern maintains its position of being inclusive opposed to exclusive. All programs and opportunities remain open to all; we abide by our policy of non-discrimination; and we promote an environment that is respectful of all people regardless of background or differences. By doing these things, I am confident in our compliance with all current and forthcoming regulations.

Respectfully submitted,

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

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Date



EASTERN CONNECTICUT STATE UNIVERSITY

*Office of Equity & Diversity*

### **Search Charge Meeting Agenda**

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



## EASTERN CONNECTICUT STATE UNIVERSITY

*Office of Equity & Diversity*

### **Search Committee Guidelines**

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

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

#### **Search Committee Composition**

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

#### **Search Committee Ethical Considerations**

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

#### **Search Committee Members Responsibilities**

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



**Confidentiality**

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

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

**Recruitment**

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

**Evaluation of Applicants**

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

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

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

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

**Interview Questions**

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

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

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

**Interviews**

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

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

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

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

### **Recommendation of Final Candidates**

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

### **Documentation Required**

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

### **Understanding and Managing Inherent/Implicit Bias**

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

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

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

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

Implicit biases can include:

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

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

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

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

Good practices to counterbalance the effects of inherent bias include:

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

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

Thanks for serving on our Search Committee!





# EASTERN CONNECTICUT STATE UNIVERSITY

*Office of Equity & Diversity*

## **UNCLASSIFIED SEARCH PROCEDURES CHECKLIST**

*Used for Faculty (AAUP), Administrative Faculty (SUOAF), and Management Searches*

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

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

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

#### OTHER NOTES

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





EASTERN CONNECTICUT STATE UNIVERSITY  
*Office of Equity & Diversity*

## **CLASSIFIED SEARCH PROCEDURES CHECKLIST**

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

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

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

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

#### OTHER NOTES

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



EASTERN CONNECTICUT STATE UNIVERSITY

*Office of Equity & Diversity*

## AFFIRMATIVE ACTION SEARCH PLAN

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

### SECTION 1: POSITION/SEARCH CLASSIFICATION

Position Title: \_\_\_\_\_

Hiring Department: \_\_\_\_\_

#### UNCLASSIFIED POSITION

- ☐ Management/Confidential  
☐ Faculty/Counselors/Coaches/Librarians (AAUP)  
☐ Administrative Faculty (SUOAF)  
☐ OTHER: \_\_\_\_\_

#### CLASSIFIED POSITION

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

### SECTION 2: SEARCH TYPE:

☐ New Position ☐ Vacancy/Refill Previous Incumbent: \_\_\_\_\_

### SECTION 3: SEARCH COMMITTEE COMPOSITION:

#### CLERICAL/SEARCH ASSISTANT (if applicable):

NAME	DEPARTMENT	PHONE #	EMAIL

#### SEARCH CHAIRPERSON:

NAME	DEPARTMENT	GENDER	RACE/ETHNICITY
			Race/Ethnicity

#### SEARCH COMMITTEE MEMBERS:

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

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

**SECTION 4: RECRUITMENT/ADVERTISEMENT SOURCES** (check all that apply):

- ☐ Eastern HR Website
 ☐ Internal Union Posting  
☐ JobApps Website (Classified Searches Only)
 ☐ Higheredjobs.com

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

**SECTION 5: TENTATIVE SEARCH TIMELINE:**

Enter target dates of completion for each task. The timeline is tentative and can be modified by the search committee as needed.

TASK	TARGET COMPLETION DATE
Job/position advertisement posted.	
Search committee initial meeting with charge from E&D.	
Evaluation rubric developed and submitted to E&D for approval.	
Search committee members complete application review and scoring.	
Interview questions developed and submitted to E&D for approval.	
Search committee determine top rated candidates to ascertain interviewees.	
List of candidates for final round interviews submitted to E&D for approval.	
Final round interviews completed.	
References of top recommended candidates checked.	
Search report completed.	
Anticipated date for hire/offer to be extended.	

**Certification of the Search Chair:** I understand the importance of leading a fair, equitable, unbiased search as well as maintaining confidentiality of the candidate pool and the committee's deliberations to the limits prescribed by University policy and affirmative action guidelines.

Search Chair Name (Print)

Search Chair Signature

Date

☐ Plan Approved

☐ Plan Returned

Dean/Director

Date

☐ Plan Approved

☐ Plan Returned

Division Vice President/CIO

Date

☐ Plan Approved

☐ Plan Returned

Vice President for Equity & Diversity

Date

☐ Plan Approved

☐ Plan Returned

President

Date



EASTERN CONNECTICUT STATE UNIVERSITY  
*Office of Equity & Diversity*

## AFFIRMATIVE ACTION SEARCH REPORT

### SECTION 1: POSITION/SEARCH CLASSIFICATION:

Position Title:

Hiring Department:

#### UNCLASSIFIED POSITION

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

#### CLASSIFIED POSITION

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

Position Rank:  Anticipated Offer/Hire Date:

### SECTION 2: RECOMMENDED CANDIDATES

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

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

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

**SECTION 3: TOTAL APPLICANT POOL DEMOGRAPHICS**

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

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

**SECTION 4: RECRUITMENT/ADVERTISEMENT SOURCES**

(other than Eastern, BOR or DAS webpage)

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

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

### SECTION 5: NON-RECOMMENDED CANDIDATE DISPOSITIONS

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

#### DISPOSITION CODES:

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

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



## SECTION 6: ITEMS TO INCLUDE WITH SEARCH REPORT

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

## SECTION 7: SEARCH REPORT APPROVALS

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

Search Chair Name (Print)              
Search Chair Signature      Date

☐ Report Approved      ☐ Report Returned

Dean/Director        
Date

Comments:

☐ Report Approved      ☐ Report Returned

Division Vice President/CIO        
Date

Comments:

☐ Report Approved      ☐ Report Returned

Vice President for Equity & Diversity        
Date

Comments:

☐ Report Approved      ☐ Report Returned

President        
Date

Comments:



### Connecticut Room

1.	*Listening and Learning Session	Karim/Candace
2.	Details for the Five-Year Projection Request	Jim
3.	Digital Accessibility	Garry
4.	Affirmative Action Plan Review/Update	LaMar
5.	<i>Time permitting:</i> Divisional Priorities (Academic Affairs & Student Affairs)	Ben Michelle
6.	Any Other Business	

*An Equal Opportunity Institution*




# OFFICE OF EQUITY & DIVERSITY


## Affirmative Action Plan Information and Updates

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

### President's Council Meeting November 19, 2024


Presented by:  
**LaMar Coleman**

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# What is Affirmative Action?

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



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## History of Affirmative Action

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



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## History of Affirmative Action Cont.

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



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## History of Affirmative Action Cont.

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



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## Affirmative Action Myths

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



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## Elements of the Affirmative Action Plan

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

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## Eastern's Statistics 2023-24 (Last Submitted Report)

CATEGORY	NUMBER	MALE	FEMALE	WHITE	MINORITY
Executive (MGMT)	31	45.2%	54.8%	77.4%	22.6%
Faculty (AAUP)	168	55.4%	44.6%	72%	28%
Prof./Non-Faculty (SUOAF)	151	41.1%	58.9%	74.2%	25.8%
Clerical (NP-3)	33	0%	100%	75.8%	24.2%
Tech/Para-Prof. (P-5)	4	50%	50%	75%	25%
Skilled Craft (NP-2)	37	97.3%	2.7%	86.5%	13.5%
Protective Serv. (NP-5)	21	66.7%	33.3%	76.2%	23.8%
Maintenance (NP-2)	71	45.1%	54.9%	36.6%	63.4%

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# Availability Analysis Sources



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

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# Identified Problem Areas

- ▶ **Collective bargaining agreements requiring that priority be given to employees with seniority or who have been previously laid-off which may impact hiring goals.**
- ▶ **Salary rates for classified employees in the clerical, skilled craft, protective services categories are below market-rates which impacts applicant pools and hiring.**
- ▶ **Eastern's somewhat remote location in the State make it somewhat of a less desirable work location for prospective employees.**



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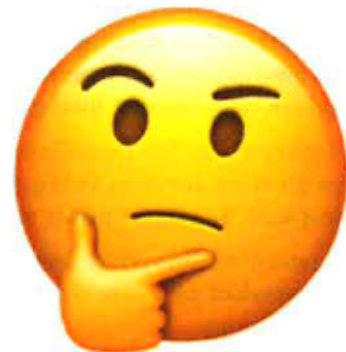
# Hiring Goals for 2024-25

CATEGORY	HIRING & PROMOTIONAL GOALS
Executive (MGMT)	1 HF, 1 WF, 1 BF, 1 AA-M
Faculty (AAUP)	8 WM, 1 WM, 7 WF, 1 WF, 1 BM, 1 BF, 3 HM, 1 HF, 1 HF, 1 TF, 8 AA-M, 2 AA-F
Prof./Non-Faculty (SUOAF)	1 WF, 1BM, 1 BF, 1 HF, 1 TF
Clerical (NP-3)	5 WM, 1 BM, 1 HM
Tech/Para-Prof. (P-5)	1 WF
Skilled Craft (NP-2)	1 WF, 3 HF, 1 AA-M, 1 TM
Protective Serv. (NP-5)	7 WM, 1 TF
Maintenance (NP-2)	29 WM, 3 WF, 1 BM, 1 AA-F, 1 TM, 1 TF

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# Innovative Programs

- ▶ **AAUP Minority Recruitment & Retention Committee (MRRC)**
- ▶ **SUOAF Minority Recruitment & Mentoring Committee (MRMC)**
- ▶ **Diversity & Social Justice Council**
- ▶ **Racial Equity & Justice Institute (REJI)**
- ▶ **Annual System-Wide Global Majority Retreat**
- ▶ **Immigration Resources Working Group**
- ▶ **Campus DEI-Leaders Working Group**



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## CHRO Findings

- ▶ **Had 50 New Hires during the reporting year**
  - ▶ **Met 17 out of 50 (34%) hiring goals**
- ▶ **Had 18 Promotions during the reporting year**
  - ▶ **Met 11 out of 18 (61%) promotional goals**
- ▶ **Noted for positive good faith efforts!**
- ▶ **Noted for meeting 3 out of 3 (100%) of program goals.**
- ▶ **THERE WERE NO DEFICIENCIES NOTED!**
- ▶ **THE PLAN IS APPROVED! 😊**



Result

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## Affirmative Action Plan Timeline

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



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# Questions



## **5. ORGANIZATIONAL ANALYSIS**

SECTION 46a-68-82

# ORGANIZATIONAL ANALYSIS

## Job Title Classification Study

### A. Unclassified

#### *EXECUTIVE*

##### President

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

##### Provost and Vice President for Academic Affairs

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

##### Dean of Education & Professional Studies

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

##### Vice President for Finance and Administration

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

##### Associate Vice President for Facilities Planning and Management

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

##### Vice President for Student Affairs

##### Dean of Students

- Director of Student Conduct (Administrator 6)
- Director of the Women's Center (Administrator 5)
- Director of AccessAbility Services (Administrator 5)
- Director of Wellness Education Outreach and Veteran Care (Administrator 5)

##### Vice President for Institutional Advancement

- Director of Institutional Advancement (Administrator 7)
- Dir of Alumni Communication and Advancement (Administrator 7)

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

***DIRECTORS (ASSOCIATES AND ASSISTANTS)***

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

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

***FACULTY***

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

B. Classified

***SECRETARIAL/CLERICAL***

Administrative Assistant  
    Secretary 2  
        Secretary 1  
            Office Assistant

***TECHNICAL AND PARAPROFESSIONAL***

Library Technician  
    Library Technical Assistant

***SKILLED CRAFTS***

Supervising Stationary Engineer  
    Stationary Engineer  
Maintenance Supervisor 2  
    Qualified Craft Worker  
        General Trades Worker

***PROTECTIVE SERVICES***

Police Lieutenant  
    Police Sergeant  
        Police Officer  
            Building & Grounds Patrol Officer

## ***MAINTENANCE***

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

## **Titles without Promotional Opportunity**

### **A. Unclassified**

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

### **B. Classified**

Administrative Assistant  
Financial Clerk  
Payroll Clerk  
Processing Technician  
Unit Supervisor

Drafter 2  
Library Technician

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

Building Superintendent 3  
Duplicating Technician 2  
Mail Services Supervisor 1



# Occupational Category Study

## **CATEGORY 1 - EXECUTIVE, ADMINISTRATIVE AND MANAGERIAL**

<b><u>Title</u></b>	<b><u>Salary Range</u></b>
<b>Management and Confidential Unclassified</b>	
President	\$ 340,000
Vice President for Equity and Diversity	140,721 – 211,082
Dir of Institutional Equity/Title IX Coordinator	97,546 – 146,318
Dir of Diversity and Inclusion Affairs	97,546 – 146,318
Executive Assistant to the President	73,940 – 110,910
CSU Administrative Assistant	62,829 – 94,241
Provost and VP for Academic Affairs	228,231– 342,347
Associate Provost for Academic Affairs	165,083 – 247,624
Dean of Arts and Sciences	165,083 – 247,624
Dean of Education and Professional Studies	165,083 – 247,624
Director of Institutional Research	119,245 – 178,866
Vice President for Finance and Administration	194,253 – 291,379
Associate VP for Facilities Management and Planning	165,083 – 247,624
Director of Public Safety	119,245 – 178,866
Vice President for Student Affairs	194,253 – 291,379
Dean of Students	140,721 – 211,082
Vice President for Institutional Advancement	185,888 – 278,831
Chief Human Resources Officer	140,721 – 211,082
Associate Director of Human Resources	101,935 – 152,902
Assistant Director of Human Resources	86,869 – 130,303
Chief Information Officer	194,253 – 291,379
Executive Director of the Institute for Sustainability	165,083 – 247,624
<b>Administrator 7</b>	<b>\$ 118,133 – 177,061</b>
Associate Dean of Arts and Sciences	
Director of Admissions and Enrollment Management	
Director of Alumni Communication and Advancement	
Director of Athletics	
Director of Co-curricular Academic Programming	
Director of Info Tech and Media Services	
Director of Institutional Advancement	
Director of Library Services	
Director of Student Health Services	
Director of University Relations	
University Controller	

<b><u>Title</u></b>	<b><u>Salary Range</u></b>
<b>Administrator 6</b>	\$ 106,017– 161,556
Data Network and Telecom Manager	
Director of Academic Services Center	
Director of Administrative Tech Services	
Director of Career Success	
Director of Center for Community Engagement	
Director of Cloud Computing	
Director of Counseling and Psychological Services	
Director of Financial Aid	
Director of Fiscal Affairs for Acquisition and Auxiliary Services	
Director of Housing	
Director of Student Conduct	
Director of Student Center/Activities	
Director of University Events and Engagement	
Special Assistant to CIO	
University Registrar	
<b><u>CATEGORY 2 - FACULTY</u></b>	
Professor	\$108,331– 144,442
Associate Professor	91,122– 121,496
Assistant Professor	73,912 – 98,550
Instructor	65,308– 87,077
Coach IV	\$108,331– 144,442
Coach III	91,122– 121,496
Coach II	73,912 – 98,550
Coach I	65,308– 87,077
<b><u>CATEGORY 3 - PROFESSIONAL NON-FACULTY</u></b>	
<b>Non-Teaching Faculty</b>	
Counselor	\$108,331– 144,442
Associate Counselor	91,122– 121,496
Assistant Counselor	73,912 – 98,550
Librarian	\$108,331– 144,442
Associate Librarian	91,122– 121,496
Assistant Librarian	73,912 – 98,550
<b>Administrator 5</b>	\$ 93,901 – 146,052
Assistant Dean – Student Affairs	
Associate Director of Fiscal Affairs	
Bursar	
Campus Architect	

<b><u>Title</u></b>	<b><u>Salary Range</u></b>
Child and Family Development Administrator	
Design and Publication Officer	
Director of AccessAbility Services	
Director of Admissions - Marketing and Events	
Director of Center for Learning, Teaching and Assessment	
Director of Clinical Education	
Director of Environmental Health and Safety	
Director of First Year Advising	
Director of Financial Planning	
Director of Instructional Design and Distance Learning	
Director of New Student and Family Programs	
Director of Opportunity Programs	
Director of the Women's Center	
Director of Transfer and Transition Advising	
Director of Wellness Education Outreach and Veteran Care	
Public Relations Officer	
Senior Systems Administrator	
Senior Systems Software and Integration Engineer	
Support Center Manager	

#### **Administrator 4**

\$ 81,784 – 130,547

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

**Title****Salary Range**

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

**Administrator 3**

\$ 69,669 – 115,043

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

**Title****Salary Range****Administrator 2**

\$ 57,552 – 99,538

Academic Advisor  
Accounting Associate  
Admissions Counselor  
Assistant Degree Auditor  
Assistant in Business Services  
Assistant to Director of Auxiliary Services  
Assistant to Director of Financial Aid  
Billing Administrator  
Career Counselor  
Customer Support Center Assistant  
Media Technician  
Program Assistant  
Registrar Services Assistant  
Resident Hall Director  
Student Collection Assistant  
Teacher

**Administrator 1**

\$ 45,436 – 84,035

Computer Support Trainee  
Teacher Associate

**CATEGORY 4 - CLERICAL/SECRETARIAL**

Administrative Assistant	\$ 65,871 – 82,530
Secretary 2	57,181 – 72,247
Secretary I	57,610
Cash Accounting Clerk	47,275
Payroll Clerk	59,113 – 61,026
Processing Technician	59,113 – 70,364
Unit Supervisor	78,946

**CATEGORY 5 -TECHNICAL PARAPROFESSIONAL**

Drafter 2	\$ 79,366
Library Technician	87,846 – 101,215

**CATEGORY 6 - SKILLED CRAFTS**

Plant Facilities Engineer 2	\$ 138,405
Supervising Stationary Engineer	99,561

**Title****Salary Range**

Stationary Engineer	60,550 – 69,933
Maintenance Supervisor 2	72,985– 100,802
General Trades Worker	53,481 – 67,299
Qualified Craft Workers	63,434 – 80,175
Carpenter	
Locksmith	
HVAC	
Electrician	
Painter	
Plumber	
Mechanic	

**CATEGORY 7 - PROTECTIVE SERVICES**

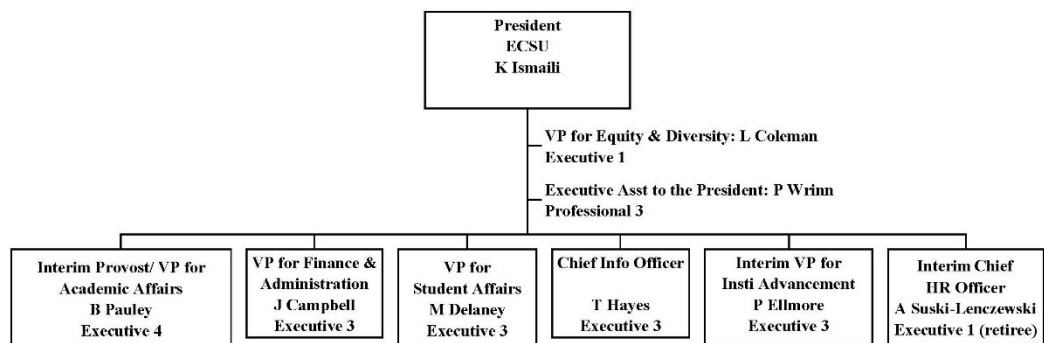
Police Lieutenant	\$ 103,638
Detective	74,239
Police Sergeant	82,234 – 96,973
Police Officer	71,725 – 84,153
Buildings and Grounds Patrol Officer	52,865 – 64,489

**CATEGORY 8 - SERVICE/MAINTENANCE**

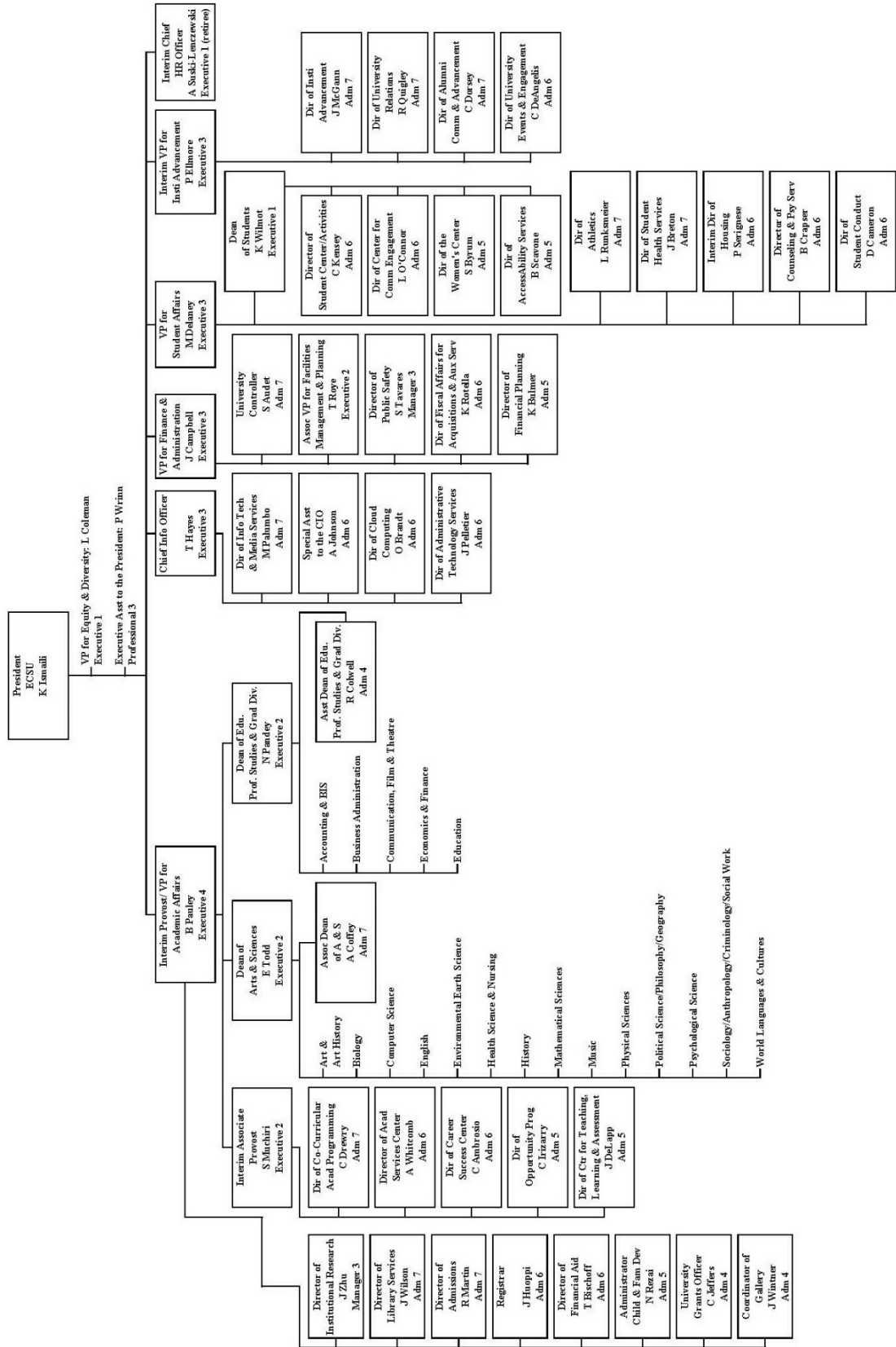
Building Superintendent 3	\$ 86,879
Building Superintendent 2	73,745 – 77,891
Building Superintendent 1	63,434
Duplicating Technician 2	58,162
Landscape Technician	49,887 – 70,269
Skilled Maintainer	54,646 – 58,162
Lead Custodian	51,266 – 53,864
Custodian	42,242 - 51,500
Mail Handler	55,176
Material Storage Specialist	54,646
Storekeeper	54,341

# University Organizational Chart

Eastern Connecticut State University  
2024-25



Eastern Connecticut State University  
2024.25





## **6. WORK FORCE ANALYSIS**

SECTION 46a-68-83

Occupational Category	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
I. Executive	31	15	16	11	13	2	2	1		1	1		
Percent	100.0%	48.4%	51.6%	35.5%	41.9%	6.5%	6.5%	3.2%		3.2%	3.2%		
II. Faculty	164	90	74	64	54	9	5	7	1	9	14	1	
Percent	100.0%	54.9%	45.1%	39.0%	32.9%	5.5%	3.0%	4.3%	0.6%	5.5%	8.5%		
III. Prof. Non Faculty	161	62	99	49	67	8	13	4	12	1	2		5
Percent	100.0%	38.5%	61.5%	30.4%	41.6%	5.0%	8.1%	2.5%	7.5%	0.6%	1.2%		
IV. Secretarial / Clerical	31		31		23		2		3		2		1
Percent	100.0%		100.0%		74.2%		6.5%		9.7%		6.5%		
V. Tech / Paraprofessional	4	2	2	2	1				1				
Percent	100.0%	50.0%	50.0%	50.0%	25.0%				25.0%				
VI. Skilled Crafts	37	37		29		1		6				1	
Percent	100.0%	100.0%		78.4%		2.7%		16.2%					
VII. Protective Services	18	12	6	8	6			2		1		1	
Percent	100.0%	66.7%	33.3%	44.4%	33.3%			11.1%		5.6%			
VIII. Maintenance	70	34	36	12	12	1		21	24				
Percent	100.0%	48.6%	51.4%	17.1%	17.1%	1.4%		30.0%	34.3%				
<b>Total</b>	<b>516</b>	<b>252</b>	<b>264</b>	<b>175</b>	<b>176</b>	<b>21</b>	<b>22</b>	<b>41</b>	<b>41</b>	<b>12</b>	<b>19</b>	<b>3</b>	<b>6</b>
Percent	<b>100.0%</b>	<b>48.8%</b>	<b>51.2%</b>	<b>33.9%</b>	<b>34.1%</b>	<b>4.1%</b>	<b>4.3%</b>	<b>7.9%</b>	<b>7.9%</b>	<b>2.3%</b>	<b>3.7%</b>		
3/24 AA Plan	516	253	263	181	178	20	18	38	43	13	18	1	6
Change +/-		-1	1	-6	-2	1	4	3	-2	-1	1	2	

**I. Executive  
All  
WORKFORCE ANALYSIS**

Date: March 31, 2025

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
President	1	1								1			
Provost & V. P. Academic Affairs													
V.P. Finance & Administration	1	1		1									
V.P. Student Affairs	1		1		1								
V.P. Institutional Advancement													
VP for Equity & Diversity	1	1				1							
Assoc Provost for Academic Affairs													
Assoc V.P. for Facilities Management	1	1		1									
Chief Human Resources Officer	1	1		1									
Chief Information Officer	1	1		1									
Dean of Arts & Sciences	1		1		1								
Dean of Edu & Profess. Studies	1		1								1		
Dean of Students	1		1				1						
Assoc. Dean of Arts & Sciences	1		1		1								
Dir of Admissions & Enrollment Mgmt	1	1		1									
Dir of Alumni Comm & Advancement	1	1		1									
Dir of Academic Serv Center	1		1		1								
Dir of Athletics	1		1		1								
Dir of Career Success	1	1		1									
Dir of Community Engagement	1		1		1								
Dir of Fiscal Affair for Acq & Aux Serv	1		1		1								
Dir of Info Tech & Media Services	1	1						1					
Dir of Counseling & Psych Services	1	1		1									
Director of Financial Aid	1		1		1								
Director of Housing													
Director of Institutional Advancement	1	1		1									
Director of Library Services	1		1				1						
Dir of Public Safety	1	1				1							
Director of Student Center	1		1		1								
Dir of Student Health Services	1	1		1									
Dir of Univ Events & Engagement	1		1		1								
Director of University Relations	1	1		1									
Exec Dir of the Insti for Sustainability	1		1		1								
Registrar	1		1		1								
University Controller	1		1		1								
<b>Total</b>	<b>31</b>	<b>15</b>	<b>16</b>	<b>11</b>	<b>13</b>	<b>2</b>	<b>2</b>	<b>1</b>		<b>1</b>	<b>1</b>		
3/24 AA Plan	31	14	17	11	13	2	2	1	1		1		
Change +/-		1	-1						-1	1			

**WORKFORCE ANALYSIS**

<b>Job Titles</b>	<b>Total</b>	<b>Total Male</b>	<b>Total Female</b>	<b>White Male</b>	<b>White Female</b>	<b>Black Male</b>	<b>Black Female</b>	<b>Hispanic Male</b>	<b>Hispanic Female</b>	<b>AAIANH NPI Male</b>	<b>AAIANH NPI Female</b>	<b>2 or More Male</b>	<b>2 or More Female</b>
Professor	96	55	41	38	33	7	2	6		4	6		
Associate Professor	52	28	24	21	15	2	3	1	1	3	5	1	
Assistant Professor	16	7	9	5	6					2	3		
<b>Total</b>	<b>164</b>	<b>90</b>	<b>74</b>	<b>64</b>	<b>54</b>	<b>9</b>	<b>5</b>	<b>7</b>	<b>1</b>	<b>9</b>	<b>14</b>	<b>1</b>	
3/24 AA Plan	168	93	75	67	54	9	5	7	2	10	13		1
Change +/-	-4	-3	-1	-3					-1	-1	1	1	-1

**III. Professional Nonfaculty  
All  
WORKFORCE ANALYSIS**

Date: March 31, 2025

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

**III. Professional Nonfaculty  
All  
WORKFORCE ANALYSIS**

Date: March 31, 2025

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Coord of the Pride Center	1		1		1								
Coordinator of Univ Construction	1	1		1									
Counselor													
CSU Administrative Assistant	2		2		2								
Customer Supp Center Asst	1	1		1									
Data Network & Telecom Manager	1	1		1									
Design and Publications Officer	1	1		1									
Desktop Support Technician	1		1		1								
Digital Media Prod Coordinator	1	1						1					
Dir of AccessAbility Services	1		1		1								
Dir of Admin Tech Services	1		1		1								
Dir of Admissions for Mktg & Events	1		1		1								
Dir of Center for TLA	1		1		1								
Dir of Clinical Education	1		1		1								
Dir of Cloud Computing	1	1		1									
Dir of Co-curricular Acad Prog	1	1		1									
Dir of Diversity & Inclusion	1	1				1							
Dir of Enr Health & Safety													
Dir of Financial Planning	1		1		1								
Dir of First Year Advising	1		1		1								
Dir of Institutional Equity	1		1						1				
Dir of Institutional Research	1	1								1			
Dir of Instructional Design	1		1		1								
Dir of New Stu & Family Prog	1		1		1								
Dir of Opportunity Programs	1		1						1				
Dir of Student Conduct	1	1				1							
Dir of Transfer & Transition Advising	1		1					1					
Dir of Well Edu Outreach & Vet Care	1		1		1								
Dir of Women's Center	1		1					1					
Equip Manager & Vehicle Coord	1	1		1									
Exec Asst to the President	1		1		1								
Financial Analyst	1		1		1								
IA User Support Specialist	1	1		1									
Infrastructure Serv Manager													
Instructional Media Coordinator	1	1		1									
Learning Mgmt Sys Admin	1	1						1					
Librarian	5	1	4	1	3								1
Lighting Tech Specialist	1	1		1									
Mechanical Engineer	1	1		1									
Media Production Specialist	2	1	1	1	1								
Media Technician	1		1		1								
Media Technology Coord	1	1		1									
Media Technology Specialist	1		1		1								
Multimedia Asst	1		1						1				
Network Administrator	1	1		1									
Program Assistant	3		3		3								
Programmer Analyst	1		1		1								
Public Relations Officer	2	2		1		1							
Registrar Service Assistant	1		1		1								
Resident Hall Director	7	3	4	2			2	1	2				
Residential Life Coordinator	2	1	1			1							1
Senior System Administrator	3	3		3									
Senior System Software Engineer	3	1	2	1	2								
Social Media/Digi Marketing Coord													
Specialist Asst to CIO	1	1		1									

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Student Collection Assistant	1		1						1				
Student Development Specialist	1	1		1									
Support Center Manager	1	1		1									
Teacher	2		2		2								
Teacher Associate	1		1		1								
Tech Dir/Theatre Prod Manager	1	1		1									
Tech Specialist for Sci Dept	1	1		1									
Tech Support Analyst	1		1		1								
Technical Support Engineer	1	1				1							
Tech. Supervisor Science Dept's	1	1		1									
University Events Coordinator	1	1		1									
University Grants Officer	1		1		1								
UR Business & Comm Coordinator	1		1		1								
Visual & Performing Arts Coord	1		1		1								
Website Manager	1	1		1									
<b>Total</b>	<b>161</b>	<b>62</b>	<b>99</b>	<b>49</b>	<b>67</b>	<b>8</b>	<b>13</b>	<b>4</b>	<b>12</b>	<b>1</b>	<b>2</b>		<b>5</b>
3/24 AA Plan	151	62	89	49	63	7	9	4	11	2	2		4
Change +/-	10		10		4	1	4		1	-1			1

<b>Job Titles</b>	<b>Total</b>	<b>Total Male</b>	<b>Total Female</b>	<b>White Male</b>	<b>White Female</b>	<b>Black Male</b>	<b>Black Female</b>	<b>Hispanic Male</b>	<b>Hispanic Female</b>	<b>AAIANH NPI Male</b>	<b>AAIANH NPI Female</b>	<b>2 or More Male</b>	<b>2 or More Female</b>
Administrative Assistant	12		12		10		1		1				
Secretary 2	12		12		9				1		2		
Secretary 1	1		1		1								
Head Cash Accounting Clerk													
Cash Accounting Clerk	1		1										1
Payroll Clerk	2		2		1		1						
Unit Supervisor	1		1						1				
Processing Technician	2		2		2								
<b>Total</b>	<b>31</b>		<b>31</b>		<b>23</b>		<b>2</b>		<b>3</b>		<b>2</b>		<b>1</b>
3/24 AA Plan	33		33		25		2		3		2		1
Change +/-	-2		-2		-2								



<b>Job Titles</b>	<b>Total</b>	<b>Total Male</b>	<b>Total Female</b>	<b>White Male</b>	<b>White Female</b>	<b>Black Male</b>	<b>Black Female</b>	<b>Hispanic Male</b>	<b>Hispanic Female</b>	<b>AAIANH NPI Male</b>	<b>AAIANH NPI Female</b>	<b>2 or More Male</b>	<b>2 or More Female</b>
Library Technician	3	2	1	2	1								
Library Technical Assistant													
Drafter 2	1		1						1				
<b>Total</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>				<b>1</b>				
3/24 AA Plan	4	2	2	2	1				1				
Change +/-													

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Plant Fac Engineer 2	1	1		1									
Supervising Stationary Engineer	1	1		1									
Stationary Engineer	5	5		4				1					
Maintenance Supv 2 (Carpentry)	1	1		1									
Maintenance Supv 2 (Electrical)	1	1		1									
Maintenance Supv 2 (Grounds)	1	1						1					
Maintenance Sup 2 (HVAC)	1	1		1									
Maintenance Supv 2 (General)	1	1						1					
Bldg Maintenance Supervisor													
General Trades Worker	7	7		7									
QCW Carpentry	2	2		1				1					
QCW Electrical	3	3		2								1	
QCW HVAC	6	6		6									
QCW Locksmith	2	2						2					
QCW Mechanic	2	2		2									
QCW Painting	1	1		1									
QCW Plumbing	2	2		1		1							
<b>Total</b>	<b>37</b>	<b>37</b>		<b>29</b>		<b>1</b>		<b>6</b>				<b>1</b>	
3/24 AA Plan	37	36	1	31	1	1		4					
Change +/-		1	-1	-2	-1			2				1	

**VII. Protective Services**  
**All**  
**WORKFORCE ANALYSIS**

Date: March 31, 2025

<b>Job Titles</b>	<b>Total</b>	<b>Total Male</b>	<b>Total Female</b>	<b>White Male</b>	<b>White Female</b>	<b>Black Male</b>	<b>Black Female</b>	<b>Hispanic Male</b>	<b>Hispanic Female</b>	<b>AAIANH NPI Male</b>	<b>AAIANH NPI Female</b>	<b>2 or More Male</b>	<b>2 or More Female</b>
Police Lieutenant	1	1						1					
Police Sergeant	4	3	1	3	1								
Detective	1	1		1									
Police Officer	6	2	4	1	4					1			
Building & Grounds Patrol Officer	6	5	1	3	1			1				1	
Protective Service Trainee													
<b>Total</b>	<b>18</b>	<b>12</b>	<b>6</b>	<b>8</b>	<b>6</b>			<b>2</b>		<b>1</b>		<b>1</b>	
3/24 AA Plan	21	14	7	10	6			2	1	1		1	
Change +/-	-3	-2	-1	-2					-1				

**VIII. Maintenance  
All  
WORKFORCE ANALYSIS**

Date: March 31, 2025

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Bldg Supv 1	1		1						1				
Bldg Supv 2	2		2		1				1				
Bldg Supv 3	1		1		1								
Custodian 1	25	10	15	3	3	1		6	12				
Custodian 2	24	12	12	2	2			10	10				
Lead Custodian	3	3		1				2					
Duplicating Technician 2	1		1		1								
Landscape Technician	8	7	1	5	1			2					
Mailhandler	1		1		1								
Mail Service Supervisor													
Material Storage Specialist	1		1		1								
Storekeeper	1		1		1								
Skilled Maintainer	2	2		1				1					
<b>Total</b>	<b>70</b>	<b>34</b>	<b>36</b>	<b>12</b>	<b>12</b>	<b>1</b>		<b>21</b>	<b>24</b>				
3/24 AA Plan	<b>71</b>	<b>32</b>	<b>39</b>	<b>11</b>	<b>15</b>	<b>1</b>		<b>20</b>	<b>24</b>				
Change +/-	-1	2	-3	1	-3			1					

Occupational Category	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIAN HNPI Female	2 or More Male	2 or More Female
<b>I. Executive</b>	<b>1</b>	<b>1</b>		<b>1</b>									
Interim VP for Institutional Advancement	1	1		1									
<b>II. Faculty</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>2</b>							
Assistant Professor	4	1	3		3	1							
Instructor	2	2		1		1							
<b>III. Prof. Non Faculty</b>	<b>9</b>	<b>2</b>	<b>7</b>	<b>1</b>	<b>5</b>	<b>1</b>			<b>2</b>				
Asst Dir of CFDR	1		1						1				
Program Associate	1	1		1									
Residence Hall Director	1	1				1							
Teacher	3		3		2				1				
Teacher Associate	3		3		3								
<b>Total</b>	<b>16</b>	<b>6</b>	<b>10</b>	<b>3</b>	<b>8</b>	<b>3</b>			<b>2</b>				
3/24 AA Plan	22	6	16	5	9	1			4		2		1
Change +/-	-6		-6	-2	-1	2			-2		-2		

\*temporary employees

Occupational Category	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
<b>II. Faculty</b>	<b>208</b>	<b>88</b>	<b>120</b>	<b>79</b>	<b>105</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>4</b>		
Lecturers	208	88	120	79	105	2	5	3	6	4	4		
<b>III. Prof. Non Faculty</b>	<b>41</b>	<b>16</b>	<b>25</b>	<b>15</b>	<b>22</b>				<b>1</b>	<b>1</b>	<b>2</b>		
University Assistant	40	18	22	17	21				1			1	
<b>Total</b>	<b>249</b>	<b>104</b>	<b>145</b>	<b>94</b>	<b>127</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>7</b>	<b>5</b>	<b>6</b>		
3/24 AA Plan	267	126	141	109	122	7	5	4	9	5	5	1	
Change +/-	-18	-22	4	-15	5	-5		-1	-2		1	-1	

**Labor Market: National and State**

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
President	1	1								1			
Provost & V. P. Academic Affairs													
V.P. Finance & Administration	1	1		1									
V.P. Student Affairs	1		1		1								
V.P. Institutional Advancement													
VP for Equity & Diversity	1	1				1							
Assoc Provost for Academic Affairs													
Assoc V.P. for Facilities Management	1	1		1									
Chief Human Resources Officer	1	1		1									
Chief Information Officer	1	1		1									
Dean of Arts & Sciences	1		1		1								
Dean of Edu & Profess. Studies	1		1								1		
Dean of Students	1		1				1						
Assoc. Dean of Arts & Sciences	1		1		1								
Dir of Admissions & Enrollment Mgmt	1	1		1									
Dir of Alumni Comm & Advancement	1	1		1									
Dir of Academic Serv Center	1		1		1								
Dir of Athletics	1		1		1								
Dir of Career Success	1	1		1									
Dir of Community Engagement	1		1		1								
Dir of Fiscal Affair for Acq & Aux Serv	1		1		1								
Dir of Info Tech & Media Services	1	1						1					
Dir of Counseling & Psych Services	1	1		1									
Director of Financial Aid	1		1		1								
Director of Housing													
Director of Institutional Advancement	1	1		1									
Director of Library Services	1		1				1						
Dir of Public Safety	1	1				1							
Director of Student Center	1		1		1								
Dir of Student Health Services	1	1		1									
Dir of Univ Events & Engagement	1		1		1								
Director of University Relations	1	1		1									
Exec Dir of the Insti for Sustainability	1		1		1								
Registrar	1		1		1								
University Controller	1		1		1								
<b>Total</b>	<b>31</b>	<b>15</b>	<b>16</b>	<b>11</b>	<b>13</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		
3/24 AA Plan	31	14	17	11	13	2	2	1	1		1		
Change +/-		1	-1							-1	1		

FORM 83A

Category:  
Titles:II. Faculty  
All

Date: March 31, 2025

**WORKFORCE ANALYSIS  
FULL TIME WORKFORCE BY LABOR MARKET****Labor Market: National and State**

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Professor	96	55	41	38	33	7	2	6		4	6		
Associate Professor	52	28	24	21	15	2	3	1	1	3	5	1	
Assistant Professor	16	7	9	5	6					2	3		
<b>Total</b>	<b>164</b>	<b>90</b>	<b>74</b>	<b>64</b>	<b>54</b>	<b>9</b>	<b>5</b>	<b>7</b>	<b>1</b>	<b>9</b>	<b>14</b>	<b>1</b>	
3/24 AA Plan	168	93	75	67	54	9	5	7	2	10	13		1
Change +/-	-4	-3	-1	-3					-1	-1	1	1	-1



**Labor Market: National and State**

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

**Labor Market: National and State**

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

**Labor Market: National and State**

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Media Technology Coord	1	1		1									
Media Technology Specialist	1		1		1								
Multimedia Asst	1		1						1				
Network Administrator	1	1		1									
Program Assistant	3		3		3								
Programmer Analyst	1		1		1								
Public Relations Officer	2	2		1		1							
Registrar Service Assistant	1		1		1								
Resident Hall Director	7	3	4	2			2	1	2				
Residential Life Coordinator	2	1	1			1							1
Senior System Administrator	3	3		3									
Senior System Software Engineer	3	1	2	1	2								
Social Media/Digi Marketing Coord													
Specialist Asst to CIO	1	1		1									
Student Collection Assistant	1		1						1				
Student Development Specialist	1	1		1									
Support Center Manager	1	1		1									
Teacher	2		2		2								
Teacher Associate	1		1		1								
Tech Dir/Theatre Prod Manager	1	1		1									
Tech Specialist for Sci Dept	1	1		1									
Tech Support Analyst	1		1		1								
Technical Support Engineer	1	1				1							
Tech. Supervisor Science Dept's	1	1		1									
University Events Coordinator	1	1		1									
University Grants Officer	1		1		1								
UR Business & Comm Coordinator	1		1		1								
Visual & Performing Arts Coord	1		1		1								
Website Manager	1	1		1									
<b>Total</b>	<b>161</b>	<b>62</b>	<b>99</b>	<b>49</b>	<b>67</b>	<b>8</b>	<b>13</b>	<b>4</b>	<b>12</b>	<b>1</b>	<b>2</b>		<b>5</b>
3/24 AA Plan	151	62	89	49	63	7	9	4	11	2	2		4
Change +/-	10		10		4	1	4		1	-1			1

**Labor Market: State and Local**

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Administrative Assistant	12		12		10		1		1				
Secretary 2	12		12		9				1		2		
Secretary 1	1		1		1								
Head Cash Accounting Clerk													
Cash Accounting Clerk	1		1										1
Payroll Clerk	2		2		1		1						
Unit Supervisor	1		1						1				
Processing Technician	2		2		2								
<b>Total</b>	<b>31</b>		<b>31</b>		<b>23</b>		<b>2</b>		<b>3</b>		<b>2</b>		<b>1</b>
3/24 AA Plan	33		33		25		2		3		2		1
Change +/-	-2		-2		-2								

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

Date: March 31, 2025

**Labor Market: State and Local**

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Library Technician	3	2	1	2	1								
Library Technical Assistant													
Drafter 2	1		1						1				
<b>Total</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>				<b>1</b>				
3/24 AA Plan	4	2	2	2	1				1				
Change +/-													

**Labor Market: State and Local**

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Plant Fac Engineer 2	1	1		1									
Supervising Stationary Engineer	1	1		1									
Stationary Engineer	5	5		4				1					
Maintenance Supv 2 (Carpentry)	1	1		1									
Maintenance Supv 2 (Electrical)	1	1		1									
Maintenance Supv 2 (Grounds)	1	1						1					
Maintenance Sup 2 (HVAC)	1	1		1									
Maintenance Supv 2 (General)	1	1						1					
Bldg Maintenance Supervisor													
General Trades Worker	7	7		7									
QCW Carpentry	2	2		1				1					
QCW Electrical	3	3		2								1	
QCW HVAC	6	6		6									
QCW Locksmith	2	2						2					
QCW Mechanic	2	2		2									
QCW Painting	1	1		1									
QCW Plumbing	2	2		1		1							
<b>Total</b>	<b>37</b>	<b>37</b>		<b>29</b>		<b>1</b>		<b>6</b>				<b>1</b>	
3/24 AA Plan	37	36	1	31	1	1		4					
Change +/-		1	-1	-2	-1			2				1	

**Labor Market: State and Local**

<b>Job Titles</b>	<b>Total</b>	<b>Total Male</b>	<b>Total Female</b>	<b>White Male</b>	<b>White Female</b>	<b>Black Male</b>	<b>Black Female</b>	<b>Hispanic Male</b>	<b>Hispanic Female</b>	<b>AAIANH NPI Male</b>	<b>AAIANH NPI Female</b>	<b>2 or More Male</b>	<b>2 or More Female</b>
Police Lieutenant	1	1						1					
Police Sergeant	4	3	1	3	1								
Detective	1	1		1									
Police Officer	6	2	4	1	4					1			
Building & Grounds Patrol Officer	6	5	1	3	1			1				1	
Protective Service Trainee													
<b>Total</b>	<b>18</b>	<b>12</b>	<b>6</b>	<b>8</b>	<b>6</b>			<b>2</b>		<b>1</b>		<b>1</b>	
3/24 AA Plan	21	14	7	10	6			2	1	1		1	
Change +/-	-3	-2	-1	-2					-1				

**Labor Market: State and Local**

Job Titles	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female
Bldg Supv 1	1		1						1				
Bldg Supv 2	2		2		1				1				
Bldg Supv 3	1		1		1								
Custodian 1	25	10	15	3	3	1		6	12				
Custodian 2	24	12	12	2	2			10	10				
Lead Custodian	3	3		1				2					
Duplicating Technician 2	1		1		1								
Landscape Technician	8	7	1	5	1			2					
Mailhandler	1		1		1								
Mail Service Supervisor													
Material Storage Specialist	1		1		1								
Storekeeper	1		1		1								
Skilled Maintainer	2	2		1				1					
<b>Total</b>	<b>70</b>	<b>34</b>	<b>36</b>	<b>12</b>	<b>12</b>	<b>1</b>		<b>21</b>	<b>24</b>				
3/24 AA Plan	<b>71</b>	<b>32</b>	<b>39</b>	<b>11</b>	<b>15</b>	<b>1</b>		<b>20</b>	<b>24</b>				
Change +/-	-1	2	-3	1	-3			1					



# ECSU Workforce Age Analysis

March 31, 2025

Occupational Category	Age Range												Total in Category
	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	
I. Executive			1	1	6	6	5	3	7	1	1		31
II. Faculty		1	3	15	27	23	25	28	24	12	5	1	164
III. Professional Nonfaculty	10	16	27	15	19	16	18	24	13	2		1	161
IV. Secretarial/Clerical			2	2	1	1	2	13	6	2	1	1	31
V. Technical/Paraprofessional						1		3					4
VI. Skilled Crafts			2	5	4	2	4	14	4	2			37
VII. Protective Services			2	2	1	1	4	5	2	1			18
VIII. Maintenances		2	8	9	6	8	12	13	10	2			70
<b>Total in Age Range</b>	10	19	45	49	64	58	70	103	66	22	7	3	516

Category:  
Titles:

All  
All

Disability

Date: March 31, 2025

**DISABILITY IN THE WORKFORCE**

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

## **7. AVAILABILITY ANALYSIS**

SECTION 46a-68-84

Availability Analysis		Occupational Category:				I. Executive				Reporting Date:				March 31, 2025				Job Title:				All				Labor-market area:				CT / National			
		Total Male				Total Female				White Male				White Female				Black Male				Black Female				Hispanic Male							
Factor	Total	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)	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	59	27	45.8	0.1	4.58	32	54.2	0.1	5.42	23	39.0	0.1	3.90	23	39.0	0.1	3.90	3	5.1	0.1	0.51	3	5.1	0.1	0.51	1	1.7	0.1	0.17				
Digest of Edu Statistics	267,497	110,305	41.2	0.5	20.62	157,192	58.8	0.5	29.38	83,304	31.1	0.5	15.57	111,043	41.5	0.5	20.76	11,040	4.1	0.5	2.06	20,633	7.7	0.5	3.86	8,273	3.1	0.5	1.55				
Final Aval. Base Percentage=					40.4				59.6				31.1				44.8				3.8				5.9				3.0				
DP = date percentage; VW = Value Weight; AB = availability base																																	
* Employees of rank Admin IV and V from Category III (Professional Nonfaculty)																																	

Availability Analysis																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		</
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Availability Analysis		Occupational Category:				II. Faculty Professor				Reporting Date:				March 31, 2025				Labor-market area:				CT/National							
		Job Title:																											
		Total Male				Total Female				White Male				White Female				Black Male				Black Female				Hispanic Male			
Factor	Total	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)	19,955	9,660	48.4	0.05	2.42	10,295	51.6	0.05	2.58	7,225	36.2	0.05	1.81	7,555	37.9	0.05	1.89	345	1.7	0.05	0.09	755	3.8	0.05	0.19	485	2.4	0.05	0.12
Promotable	24	13	54.2	0.9	48.75	11	45.8	0.9	41.25	11	45.8	0.9	41.25	7	29.2	0.9	26.25	1	4.2	0.9	3.75	3	12.5	0.9	11.25	0	0.0	0.9	0.00
Digest of Edu Statistics	186,030	116,211	62.5	0.05	3.12	69,819	37.5	0.05	1.88	88,282	47.5	0.05	2.37	53,365	28.7	0.05	1.43	4,421	2.4	0.05	0.12	3,733	2.0	0.05	0.10	5,145	2.8	0.05	0.14
Final Aval. Base Percentage=					54.3				45.7				45.4				29.6				4.0				11.5				0.3
DP = date percentage; VW = Value Weight; AB = availability base																													

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Availability Analysis		Occupational Category:				II. Faculty				Reporting Date:				March 31, 2025															
		Job Title:				Associate Professor				Labor-market area:				CT/National															
		Total Male				Total Female				White Male				White Female				Black Male				Black Female				Hispanic Male			
Factor	Total	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)	19,955	9,660	48.4	0.05	2.42	10,295	51.6	0.05	2.58	7,225	36.2	0.05	1.81	7,555	37.9	0.05	1.89	345	1.7	0.05	0.09	755	3.8	0.05	0.19	485	2.4	0.05	0.12
Promotable	11	4	36.4	0.9	32.73	7	63.6	0.9	57.27	2	18.2	0.9	16.36	5	45.5	0.9	40.91	0	0.0	0.9	0.00	0	0.0	0.9	0.00	0	0.0	0.9	0.00
Digest of Edu Statistics	153,397	79,083	51.6	0.05	2.58	74,314	48.4	0.05	2.42	56,770	37.0	0.05	1.85	53,535	34.9	0.05	1.74	4,268	2.8	0.05	0.14	5,398	3.5	0.05	0.18	4,602	3.0	0.05	0.15
Final Aval. Base Percentage=					37.7				62.3				20.0				44.5				0.2				0.4				0.3
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Availability Analysis		Occupational Category:				II. Faculty				Reporting Date:				March 31, 2025															
		Job Title:				Assistant Professor				Labor-market area:				CT/National															
		Total Male				Total Female				White Male				White Female				Black Male				Black Female				Hispanic Male			
Factor	Total	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)	19,955	9,660	48.4	0.2	9.68	10,295	51.6	0.2	10.32	7,225	36.2	0.2	7.24	7,555	37.9	0.2	7.57	345	1.7	0.2	0.35	755	3.8	0.2	0.76	485	2.4	0.2	0.49
Promotable																													
Digest of Edu Statistics	154,976	68,316	44.1	0.8	35.27	86,660	55.9	0.8	44.73	45,341	29.3	0.8	23.41	58,283	37.6	0.8	30.09	4,859	3.1	0.8	2.51	8,265	5.3	0.8	4.27	4,860	3.1	0.8	2.51
Final Aval. Base Percentage=					44.9				55.1				30.6				37.7				2.9				5.0				3.0
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Availability Analysis				Occupational Category:		III. Professional Nonfaculty								Reporting Date:		March 31, 2025																	
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				Total Male			Total Female			White Male				White Female				Black Male				Black Female				Hispanic Male							
Factor	Total	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	Total	DP	VW	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	953,205	364,942	38.3	0.4	15.31	588,263	61.7	0.4	24.69	254,922	26.7	0.4	10.70	388,330	40.7	0.4	16.30	35,440	3.7	0.4	1.49	69,451	7.3	0.4	2.91	35,822	3.8	0.4	1.50				
Final Aval. Base Percentage=					36.0				64.0				26.4				46.5				3.2				6.0							3.5	
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Availability Analysis		Occupational Category:				IV. Secretarial/Clerical				Reporting Date:				March 31, 2025				Job Title:				All				Labor-market area:				Windham/Tolland			
		Total Male				Total Female				White Male				White Female				Black Male				Black Female				Hispanic Male							
Factor	Total	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB				
CT Employment Data (Census)	2,644	384	14.5	0.5	7.26	2,260	85.5	0.5	42.74	255	9.6	0.5	4.82	1,865	70.5	0.5	35.27	90	3.4	0.5	1.70	65	2.5	0.5	1.23	39	1.5	0.5	0.74				
CT Employment Data (Census)	4,145	885	21.4	0.5	10.68	3,260	78.6	0.5	39.32	730	17.6	0.5	8.81	3,000	72.4	0.5	36.19	75	1.8	0.5	0.90	105	2.5	0.5	1.27	70	1.7	0.5	0.84				
Final Aval. Base Percentage=		17.9				82.1				13.6				71.5				2.6				2.5				1.6							
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Availability Analysis		Occupational Category:				V. Technical / Paraprofessional				Reporting Date:				March 31, 2025															
		Job Title:				All				Labor-market area:				Windham/Tolland															
		Total Male				Total Female				White Male				White Female				Black Male				Black Female				Hispanic Male			
Factor	Total	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			0.5				0.5				0.5	
CT Employment Data (Census)	1,434	659	46.0	0.5	22.98	775	54.0	0.5	27.02	550	38.4	0.5	19.18	645	45.0	0.5	22.49	64	4.5	0.5	2.23	10	0.7	0.5	0.35			0.5	
Final Aval. Base Percentage=					48.0				52.0				42.2				43.4				2.2				0.3				
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Availability Analysis		Occupational Category:				VI. Skilled Crafts				Reporting Date:				March 31, 2025															
		Job Title:				All				Labor-market area:				Windham/Tolland															
		Total Male				Total Female				White Male				White Female				Black Male				Black Female				Hispanic Male			
Factor	Total	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB
CT Employment Data (Census)	2,942	2,893	98.3	0.4	39.33	49	1.7	0.4	0.67	2,795	95.0	0.4	38.00	45	1.5	0.4	0.61	14	0.5	0.4	0.19	0	0.0	0.4	0.00	54	1.8	0.4	0.73
Promotable	70	34	48.6	0.2	9.71	36	51.4	0.2	10.29	12	17.1	0.2	3.43	12	17.1	0.2	3.43	1	1.4	0.2	0.29	0	0.0	0.2	0.00	21	30.0	0.2	6.00
CT Employment Data (Census)	3,073	3,000	97.6	0.4	39.05	73	2.4	0.4	0.95	2,695	87.7	0.4	35.08	58	1.9	0.4	0.75	25	0.8	0.4	0.33	0	0.0	0.4	0.00	280	9.1	0.4	3.64
Final Aval. Base Percentage=					88.1				11.9				76.5				4.8				0.8				0.0				10.4
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Availability Analysis		Occupational Category: VII. Protective Services				Reporting Date: March 31, 2025																																		
		Job Title: All				Labor-market area: Windham/Tolland																																		
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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	20	3.7	0.5	1.85							
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	0	0.0	0.5	0.00							
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Availability Analysis		Occupational Category:				VIII. Maintenance				Reporting Date:				March 31, 2025															
		Job Title:				All				Labor-market area:				Windham/Tolland															
		Total Male				Total Female				White Male				White Female				Black Male				Black Female				Hispanic Male			
Factor	Total	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB	Total	DP	VW	AB
CT Employment Data (Census)	3,908	2,629	67.3	0.5	33.64	1,279	32.7	0.5	16.36	2,045	52.3	0.5	26.16	1,010	25.8	0.5	12.92	55	1.4	0.5	0.70	4	0.1	0.5	0.05	500	12.8	0.5	6.40
CT Employment Data (Census)	3,388	2,384	70.4	0.5	35.18	1,004	29.6	0.5	14.82	2,080	61.4	0.5	30.70	885	26.1	0.5	13.06	85	2.5	0.5	1.25	20	0.6	0.5	0.30	185	5.5	0.5	2.73
Final Aval. Base Percentage=					68.8				31.2				56.9				26.0				2.0				0.3				9.1
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INTERNAL DATA:

Faculty Promotion Pool													
Eligible for Promotion	Total	M	F	WM	WF	BM	BF	HM	HF	AAIANH NPI M	AAIANH NPI F	Two or More M	Two or More F
To Professor	24	13	11	11	7	1	3			1	1		
Percent	100.0%	54.2%	45.8%	45.8%	29.2%	4.2%	12.5%	0.0%	0.0%	4.2%	4.2%		
To Associate Professor	11	4	7	2	5					2	2		
Percent	100.0%	36.4%	63.6%	18.2%	45.5%	0.0%	0.0%	0.0%	0.0%	18.2%	18.2%		

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

Job Title	Total	M	F	WM	WF	BM	BF	HM	HF	AAIANH NPI M	AAIANH NPI F	Two or More M	Two or More F
Associate Design & Publication Officer	1	0	1		1								
Associate Dir of Acquisitions	1	0	1		1								
Associate Dir of Admissions	1	1	0	1									
Associate Dir of Athletics	1	0	1		1								
Associate Dir of Financial Aid	2	0	2		1				1				
Associate Dir of Fiscal Affairs	2	1	1	1	1								
Associate Dir of Health Services	2	0	2		2								
Associate Dir of Housing	2	1	1	1	1								
Associate Dir of Institutional Advance	1	1	0	1									
Associate Dir of Institutional Research	1	1	0	1									
Associate Dir of Nursing Admission	1	0	1								1		
Associate Dir of Student Employment	1	1	0	1									
Associate Registrar	2	1	1	1					1				
Asst Dean of Edu & Prof Studies	1	1	0	1									
Asst Dean - Stuent 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									
Child & Family Center Administrator	1	0	1								1		
Coord of Edu Excellence	1	0	1		1								
Coord of Gallery & Museum Services	1	0	1		1								
Coordinator of Intercultural Center	1	1	0				1						
Coord of the Pride Center	1	0	1		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		1								
Director of Center for TLA	1	0	1		1								
Director of Clinical Education	1	0	1		1								
Director of Financial Planning	1	0	1		1								
Director of First Year Advising	1	0	1		1								
Dir of Instru Design & Distance Learn	1	0	1		1								
Dir of New Stu & Family Prog	1	0	1		1								
Dir of Student AccessAbility Services	1	0	1		1								
Dir of Transfer & Transition Advising	1	0	1				1						
Dir of Univ. Opportunity Program	1	0	1						1				
Dir of Wellness Ed Outreach & Vet Care	1	0	1		1								
Dir of Women's Center	1	0	1				1						
Learning Mgmt System Admin	1	1	0					1					
Lighting Tech Specialist	1	1	0	1									
Mechanical Design Engineer	1	1	0	1									
Media Technical Coordinator	1	1	0	1									
Public Relations Officer	2	2	0	1			1						
Senior Systems Administrator	3	3	0	3									
Senior Systems Software Engineer	3	1	2	1	2								
Support Center Manager	1	1	0	1									
Tech Dir/Prod Manager - Theatre	1	1	0	1									
Technical Support Engineer	1	1	0				1						
University Grants Officer	1	0	1		1								
Website Manager	1	1	0	1									
<b>Total</b>	<b>59</b>	<b>27</b>	<b>32</b>	<b>23</b>	<b>23</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
Percent	100.0%	45.8%	54.2%	39.0%	39.0%	5.1%	5.1%	1.7%	6.8%	0.0%	3.4%	0.0%	0.0%

## **EXTERNAL DATA SOURCES:**

### **2014-18 Census Data: EEO-All01R for Connecticut**

Used for all categories

### **Digest of Education Statistics, 2024 version (Faculty), 2023 version (Executive and Professional Nonfaculty)**

Table 315.20 Used for Faculty Category

Table 314.40 used for Executive and Professional Non Faculty Categories



Connecticut EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography									
(Universe: Civilian labor force 16 years and over)									
Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."									
(Sum of subcategories may not equal total due the rounding methods used by Census)									
Source: 2014-2018 ACS 5-Year EEO Estimates									
EEO Category 1: Executive/CT Statewide									
		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
Education and childcare administrators : 11-9030 / 0230	Total	13,950	1,170	11,090	980	4	465	0	240
	Male	5,315	440	4,070	445	0	205	0	155
	Female	8,630	730	7,020	535	4	260	0	85
	Percent Total	100.0%	8.4%	79.5%	7.0%	0.0%	3.3%	0.0%	1.7%
	Percent Male	38.1%	3.2%	29.2%	3.2%	0.0%	1.5%	0.0%	1.1%
	Percent Female	61.9%	5.2%	50.3%	3.8%	0.0%	1.9%	0.0%	0.6%
EEO Category 2: Faculty/CT Statewide									
		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
Postsecondary teachers : 25-1000 / 2205	Total	19,945	965	14,780	1,100	10	2,655	50	385
	Male	9,655	485	7,225	345	0	1,380	50	175
	Female	10,290	485	7,555	755	10	1,275	0	215
	Percent Total	100.0%	4.8%	74.1%	5.5%	0.1%	13.3%	0.3%	1.9%
	Percent Male	48.4%	2.4%	36.2%	1.7%	0.0%	6.9%	0.3%	0.9%
	Percent Female	51.6%	2.4%	37.9%	3.8%	0.1%	6.4%	0.0%	1.1%

EEO Category 3: Professional Non-Faculty/CT Statewide									
		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
Education and childcare administrators : 11-9030 / 0230	Total	13,950	1,170	11,090	980	4	465	0	240
	Male	5,315	440	4,070	445	0	205	0	155
	Female	8,630	730	7,020	535	4	260	0	85
	Percent Total	100.0%	8.4%	79.5%	7.0%	0.0%	3.3%	0.0%	1.7%
	Percent Male	38.1%	3.2%	29.2%	3.2%	0.0%	1.5%	0.0%	1.1%
	Percent Female	61.9%	5.2%	50.3%	3.8%	0.0%	1.9%	0.0%	0.6%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Total	15,935	1,765	11,740	1,395	10	735	0	285
	Male	5,010	530	3,740	405	0	285	0	50
	Female	10,925	1,235	8,005	990	10	450	0	235
	Percent Total	100.0%	11.1%	73.7%	8.8%	0.1%	4.6%	0.0%	1.8%
	Percent Male	31.4%	3.3%	23.5%	2.5%	0.0%	1.8%	0.0%	0.3%
	Percent Female	68.6%	7.8%	50.2%	6.2%	0.1%	2.8%	0.0%	1.5%
All Professional Non-Faculty CT Statewide	Total	29,885	2,935	22,830	2,375	14	1,200	0	525
	Male	10,325	970	7,810	850	0	490	0	205
	Female	19,555	1,965	15,025	1,525	14	710	0	320
	Percent Total	100.0%	9.8%	76.4%	7.9%	0.0%	4.0%	0.0%	1.8%
	Percent Male	34.5%	3.2%	26.1%	2.8%	0.0%	1.6%	0.0%	0.7%
	Percent Female	65.4%	6.6%	50.3%	5.1%	0.0%	2.4%	0.0%	1.1%

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

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

EEO Category 5: Technical/Paraprofessional/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
Drafters, engineering technicians, and mapping technicians : 17-3000 / 1541	Total	230	0	215	0	0	10	0	10
	Male	185	0	175	0	0	0	0	10
	Female	45	0	40	0	0	10	0	0
	Percent Total	100.0%	0.0%	93.5%	0.0%	0.0%	4.3%	0.0%	4.3%
	Percent Male	80.4%	0.0%	76.1%	0.0%	0.0%	0.0%	0.0%	4.3%
	Percent Female	19.6%	0.0%	17.4%	0.0%	0.0%	4.3%	0.0%	0.0%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Total	505	30	435	0	0	30	0	10
	Male	185	0	165	0	0	20	0	0
	Female	325	30	270	0	0	10	0	10
	Percent Total	100.0%	5.9%	86.1%	0.0%	0.0%	5.9%	0.0%	2.0%
	Percent Male	36.6%	0.0%	32.7%	0.0%	0.0%	4.0%	0.0%	0.0%
	Percent Female	64.4%	5.9%	53.5%	0.0%	0.0%	2.0%	0.0%	2.0%
All Technical/Paraprofessional Windham County	Total	735	30	650	0	0	40	0	20
	Male	370	0	340	0	0	20	0	10
	Female	370	30	310	0	0	20	0	10
	Percent Total	100.0%	4.1%	88.4%	0.0%	0.0%	5.4%	0.0%	2.7%
	Percent Male	50.3%	0.0%	46.3%	0.0%	0.0%	2.7%	0.0%	1.4%
	Percent Female	50.3%	4.1%	42.2%	0.0%	0.0%	2.7%	0.0%	1.4%

EEO Category 5: Technical/Paraprofessional/Tolland County									
		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
Drafters, engineering technicians, and mapping technicians : 17-3000 / 1541	Total	530	0	495	4	0	30	0	0
	Male	370	0	350	4	0	15	0	0
	Female	160	0	145	0	0	15	0	0
	Percent Total	100.0%	0.0%	93.4%	0.8%	0.0%	5.7%	0.0%	0.0%
	Percent Male	69.8%	0.0%	66.0%	0.8%	0.0%	2.8%	0.0%	0.0%
	Percent Female	30.2%	0.0%	27.4%	0.0%	0.0%	2.8%	0.0%	0.0%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Total	900	55	700	70	0	50	0	25
	Male	290	0	200	60	0	30	0	0
	Female	615	55	500	10	0	25	0	25
	Percent Total	100.0%	6.1%	77.8%	7.8%	0.0%	5.6%	0.0%	2.8%
	Percent Male	32.2%	0.0%	22.2%	6.7%	0.0%	3.3%	0.0%	0.0%
	Percent Female	68.3%	6.1%	55.6%	1.1%	0.0%	2.8%	0.0%	2.8%
All Technical/Paraprofessional Tolland County	Total	1430	55	1195	74	0	80	0	25
	Male	660	0	550	64	0	45	0	0
	Female	775	55	645	10	0	40	0	25
	Percent Total	100.0%	3.8%	83.6%	5.2%	0.0%	5.6%	0.0%	1.7%
	Percent Male	46.2%	0.0%	38.5%	4.5%	0.0%	3.1%	0.0%	0.0%
	Percent Female	54.2%	3.8%	45.1%	0.7%	0.0%	2.8%	0.0%	1.7%

EEO Category 6: Skilled Crafts/Windham County									
		Total All Groups	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
Boilermakers :	Total	0	0	0	0	0	0	0	0
47-2011 / 6210	Male	0	0	0	0	0	0	0	0
	Female	0	0	0	0	0	0	0	0
	Percent Total	-	-	-	-	-	-	-	-
	Percent Male	-	-	-	-	-	-	-	-
	Percent Female	-	-	-	-	-	-	-	-
Carpenters :	Total	815	25	770	4	0	0	0	15
47-2031 / 6230	Male	815	25	770	4	0	0	0	15
	Female	0	0	0	0	0	0	0	0
	Percent Total	100.0%	3.1%	94.5%	0.5%	0.0%	0.0%	0.0%	1.8%
	Percent Male	100.0%	3.1%	94.5%	0.5%	0.0%	0.0%	0.0%	1.8%
	Percent Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Electricians :	Total	510	0	495	0	0	0	0	15
47-2111 / 6355	Male	510	0	495	0	0	0	0	15
	Female	0	0	0	0	0	0	0	0
	Percent Total	100.0%	0.0%	97.1%	0.0%	0.0%	0.0%	0.0%	2.9%
	Percent Male	100.0%	0.0%	97.1%	0.0%	0.0%	0.0%	0.0%	2.9%
	Percent Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Painters and paperhangers :	Total	215	4	205	0	0	0	0	4
47-2140 / 6410	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,	Total	305	0	305	0	0	0	0	0
pipefitters, and steamfitters :	Male	275	0	275	0	0	0	0	0
47-2150 / 6441	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	Total	1,110	25	1,070	10	0	0	0	0
mechanics, installers, and	Male	1,110	25	1,070	10	0	0	0	0
repairers : 49-3000 / 7140	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	Total	2955	54	2845	14	0	0	0	34
Windham County	Male	2900	54	2795	14	0	0	0	30
	Female	45	0	45	0	0	0	0	4
	Percent Total	100.0%	1.8%	96.3%	0.5%	0.0%	0.0%	0.0%	1.2%
	Percent Male	98.1%	1.8%	94.6%	0.5%	0.0%	0.0%	0.0%	1.0%
	Percent Female	1.5%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.1%



EEO Category 6: Skilled Crafts/Tolland County									
		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
Boilermakers :	Total	35	0	35	0	0	0	0	0
47-2011 / 6210	Male	35	0	35	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%
Carpenters :	Total	645	45	565	25	0	0	0	10
47-2031 / 6230	Male	640	45	560	25	0	0	0	10
	Female	4	0	4	0	0	0	0	0
	Percent Total	100.0%	7.0%	87.6%	3.9%	0.0%	0.0%	0.0%	1.6%
	Percent Male	99.2%	7.0%	86.8%	3.9%	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%
Electricians :	Total	560	0	550	0	0	0	0	15
47-2111 / 6355	Male	520	0	510	0	0	0	0	15
	Female	40	0	40	0	0	0	0	0
	Percent Total	100.0%	0.0%	98.2%	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%	2.7%
	Percent Female	7.1%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%

Painters and paperhangers :	Total	460	235	225	0	0	0	0	0
47-2140 / 6410	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,	Total	305	0	305	0	0	0	0	0
pipefitters, and steamfitters :	Male	305	0	305	0	0	0	0	0
47-2150 / 6441	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	Total	1,120	15	1,105	0	0	0	0	0
mechanics, installers, and	Male	1,065	0	1,065	0	0	0	0	0
repairers : 49-3000 / 7140	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	Total	3125	295	2785	25	0	0	0	25
Tolland County	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									
		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
First-line supervisors of	Total	80	10	70	0	0	0	0	0
law enforcement workers :	Male	70	0	70	0	0	0	0	0
33-1010 / 3700	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%
Police officers :	Total	350	15	335	0	0	0	0	0
33-3050 / 3870	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%
Other protective service	Total	110	30	80	0	0	0	0	0
workers : 33-90YY / 3900	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%
All Protective Services	Total	540	55	485	0	0	0	0	0
Windham County	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 alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
First-line supervisors of law enforcement workers : 33-1010 / 3700	Total	95	0	95	0	0	0	0	0
	Male	90	0	90	0	0	0	0	0
	Female	4	0	4	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	94.7%	0.0%	94.7%	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%
Police officers : 33-3050 / 3870	Total	405	0	395	0	0	0	0	15
	Male	355	0	345	0	0	0	0	15
	Female	50	0	50	0	0	0	0	0
	Percent Total	100.0%	0.0%	97.5%	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%	3.7%
	Percent Female	12.3%	0.0%	12.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Other protective service workers : 33-90YY / 3900	Total	275	50	190	0	0	0	0	35
	Male	180	50	130	0	0	0	0	0
	Female	95	0	60	0	0	0	0	35
	Percent Total	100.0%	18.2%	69.1%	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%
	Percent Female	34.5%	0.0%	21.8%	0.0%	0.0%	0.0%	0.0%	12.7%
All Protective Services Tolland County	Total	775	50	680	0	0	0	0	50
	Male	625	50	565	0	0	0	0	15
	Female	149	0	114	0	0	0	0	35
	Percent Total	100.0%	6.5%	87.7%	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%	1.9%
	Percent Female	19.2%	0.0%	14.7%	0.0%	0.0%	0.0%	0.0%	4.5%

EEO Category 8: Maintenance/Windham County									
		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	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%
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	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%
Building cleaning workers : 37-2010 / 4220	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 :	Total	860	190	665	0	0	0	0	10
37-3010 / 4251	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,	Total	975	195	735	40	0	0	0	0
dispatching, and distributing	Male	600	85	475	40	0	0	0	0
workers : 43-5XXX / 5500	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 :	Total	385	0	375	15	0	0	0	0
43-5050 / 5540	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	Total	3895	750	3050	59	0	0	0	39
Windham County	Male	2610	500	2045	55	0	0	0	29
	Female	1285	255	1010	4	0	0	0	10
	Percent Total	100.0%	19.3%	78.3%	1.5%	0.0%	0.0%	0.0%	1.0%
	Percent Male	67.0%	12.8%	52.5%	1.4%	0.0%	0.0%	0.0%	0.7%
	Percent Female	33.0%	6.5%	25.9%	0.1%	0.0%	0.0%	0.0%	0.3%

EEO Category 8: Maintenance/Tolland County									
		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Total	140	0	140	0	0	0	0	0
	Male	140	0	140	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%
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Total	65	0	65	0	0	0	0	0
	Male	50	0	50	0	0	0	0	0
	Female	15	0	15	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	76.9%	0.0%	76.9%	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%
Building cleaning workers :	Total	1,320	85	1,085	95	0	20	0	35
37-2010 / 4220	Male	810	70	655	75	0	0	0	4
	Female	510	15	430	20	0	20	0	30
	Percent Total	100.0%	6.4%	82.2%	7.2%	0.0%	1.5%	0.0%	2.7%
	Percent Male	61.4%	5.3%	49.6%	5.7%	0.0%	0.0%	0.0%	0.3%
	Percent Female	38.6%	1.1%	32.6%	1.5%	0.0%	1.5%	0.0%	2.3%

Grounds maintenance workers :	Total	885	40	825	0	0	0	0	20
37-3010 / 4251	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,	Total	715	60	605	10	0	45	0	0
dispatching, and distributing	Male	395	55	320	10	0	10	0	0
workers : 43-5XXX / 5500	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 :	Total	260	20	245	0	0	0	0	0
43-5050 / 5540	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	Total	3385	205	2965	105	0	65	0	55
Tolland County	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 2023

Faculty Data

Academic Rank	TOTAL	TOTAL	TOTAL	WHITE	WHITE	BLACK	BLACK	HISPANIC	HISPANIC	AAIANHNPI	AAIANHNPI	Two or More	Two or More
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PROFESSOR	186,030	116,211	69,819	88,282	53,365	4,421	3,733	5,145	3,493	17,497	8,498	866	730
		62.5%	37.5%	47.5%	28.7%	2.4%	2.0%	2.8%	1.9%	9.4%	4.6%	1.2%	1.0%
ASSOCIATE PROFESSOR	153,397	79,083	74,314	56,770	53,535	4,268	5,398	4,602	4,335	12,515	9,951	928	1,095
		51.6%	48.4%	37.0%	34.9%	2.8%	3.5%	3.0%	2.8%	8.2%	6.5%	1.2%	1.5%
ASSISTANT PROFESSOR	154,976	68,316	86,660	45,341	58,283	4,859	8,265	4,860	5,848	12,029	12,382	1,227	1,882
		44.1%	55.9%	29.3%	37.6%	3.1%	5.3%	3.1%	3.8%	7.8%	8.0%	1.4%	2.2%

(Original data prepared in Dec. 2024)

**Table 315.20. Number of full-time faculty in degree-granting postsecondary institutions, by race/ethnicity, sex, and academic rank: fall 2023**

Year, sex, and academic rank	Total	American Indian/Alaska Native, Asian, Black, Hispanic, Pacific Islander, and Two or more races								White	Race/ethnicity unknown	Nonresident\1\
		Total	Percent\2\	American Indian/Alaska Native	Asian	Black	Hispanic	Pacific Islander	Two or more races			
1	2	3	4	5	6	7	8	9	10	11	12	13
2023												
Total	859,825	219,000	28.4	3,399	100,006	51,010	51,419	1,286	11,880	551,114	33,104	56,607
Male	439,934	108,171	27.8	1,571	55,049	20,836	24,863	658	5,194	280,700	17,092	33,971
Professors	120,390	27,929	24.0	302	17,018	4,421	5,145	177	866	88,282	2,966	1,213
Associate professors	84,281	22,313	28.2	270	12,113	4,268	4,602	132	928	56,770	3,052	2,146
Assistant professors	81,530	22,975	33.6	283	11,601	4,859	4,860	145	1,227	45,341	4,748	8,466
Instructors	41,814	10,545	27.2	339	2,583	2,779	4,128	91	625	28,210	1,844	1,215
Lecturers	20,946	4,461	23.6	79	1,404	1,078	1,587	20	293	14,475	886	1,124
Other faculty	90,973	19,948	29.5	298	10,330	3,431	4,541	93	1,255	47,622	3,596	19,807
Female	419,891	110,829	29.1	1,828	44,957	30,174	26,556	628	6,686	270,414	16,012	22,636
Professors	71,910	16,454	23.6	281	8,118	3,733	3,493	99	730	53,365	1,557	534
Associate professors	78,075	20,779	28.0	286	9,538	5,398	4,335	127	1,095	53,535	2,479	1,282
Assistant professors	98,024	28,377	32.7	420	11,829	8,265	5,848	133	1,882	58,283	5,151	6,213
Instructors	56,261	15,412	29.2	388	3,728	4,987	5,212	123	974	37,404	2,478	967
Lecturers	26,750	6,384	25.8	87	2,186	1,446	2,229	25	411	18,397	978	991
Other faculty	88,871	23,423	32.2	366	9,558	6,345	5,439	121	1,594	49,430	3,369	12,649

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Human Resources component Staff section, Spring 2022 through Spring 2023 (final data) and Spring 2024 (provisional data). (This table was prepared December 2024.)

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

STAFF	TOTAL	TOTAL	TOTAL	WHITE	WHITE	BLACK	BLACK	HISPANIC	HISPANIC	AAIANHNPI	AAIANHNPI	Two or More	Two or More
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Management	267,497	110,305 41.2%	157,192 58.8%	83,304 31.1%	111,043 41.5%	11,040 4.1%	20,633 7.7%	8,273 3.1%	14,151 5.3%	6,177 2.3%	8,679 3.2%	1,511 0.6%	2,686 1.0%
Business & Financial Operations	230,878	61,528 26.6%	169,350 73.4%	42,613 18.5%	111,057 48.1%	6,206 2.7%	20,908 9.1%	6,785 2.9%	19,523 8.5%	4,763 2.1%	14,374 6.2%	1,161 0.5%	3,488 1.5%
Computers, Science & Engineering	221,503	129,958 58.7%	91,545 41.3%	91,483 41.3%	57,564 26.0%	8,426 3.8%	7,759 3.5%	11,964 5.4%	9,061 4.1%	15,490 7.0%	15,116 6.8%	2,595 1.2%	2,045 0.9%
Community, Social Service, Legal, arts, design,	195,462	83,776 42.9%	111,686 57.1%	60,236 30.8%	75,948 38.9%	11,098 5.7%	13,206 6.8%	7,447 3.8%	13,315 6.8%	3,265 1.7%	6,342 3.2%	1,730 0.9%	2,875 1.5%
Healthcare Practitioners & Technicians	105,364	28,742 27.3%	76,622 72.7%	18,209 17.3%	49,337 46.8%	2,547 2.4%	9,201 8.7%	2,968 2.8%	7,955 7.6%	4,455 4.2%	8,783 8.3%	563 0.5%	1,346 1.3%
Librarians, Curators, & Archivists	36,203	10,795 29.8%	25,408 70.2%	8,496 23.5%	19,246 53.2%	652 1.8%	2,099 5.8%	901 2.5%	1,814 5.0%	588 1.6%	1,755 4.8%	158 0.4%	494 1.4%
Student & Academic Affairs & Other Education Services	163,795	50,143 30.6%	113,652 69.4%	33,885 20.7%	75,178 45.9%	6,511 4.0%	16,278 9.9%	5,757 3.5%	13,425 8.2%	2,947 1.8%	6,236 3.8%	1,043 0.9%	2,535 2.2%
All Professional	953,205	364,942 38.3%	588,263 61.7%	254,922 26.7%	388,330 40.7%	35,440 3.7%	69,451 7.3%	35,822 3.8%	65,093 6.8%	31,508 3.3%	52,606 5.5%	7,250 1.2%	12,783 2.2%

(Original data prepared in December 2023)

Table 314.40. Employees in degree-granting postsecondary institutions, by race/ethnicity, sex, employment status, control and level of institution, and primary occupation: Fall 2022												
Sex, employment status, control and level of institution, and primary occupation	Total	American Indian/Alaska Native, Asian, Black, Hispanic, Pacific Islander, and Two or more races							White	Race/ethnicity unknown	Nonresident\1\	
		Total	Percent\2\	American Indian/Alaska Native	Asian	Black	Hispanic	Pacific Islander				Two or more races
1	2	3	4	5	6	7	8	9	10	11	12	13
All institutions	3,880,322	1,104,995	31.8	19,218	283,219	379,129	349,422	7,488	66,519	2,373,021	176,513	225,793
Male	1,708,740	446,421	29.8	8,010	129,793	139,662	139,823	3,289	25,844	1,050,823	82,198	129,298
Faculty (instruction/research/public service)	731,113	169,707	25.8	2,978	69,913	43,158	43,923	1,158	8,577	486,912	38,865	35,629
Instruction	661,867	154,283	25.4	2,855	60,640	41,138	40,761	1,089	7,800	453,814	35,741	18,029
Research	53,582	11,268	33.1	76	7,212	1,155	2,207	46	572	22,739	2,530	17,045
Public service	15,664	4,156	28.6	47	2,061	865	955	23	205	10,359	594	555
Graduate assistants	196,558	38,563	35.8	372	15,263	6,812	11,927	187	4,002	69,092	10,252	78,651
Librarians, curators, and archivists	11,266	2,299	21.3	56	512	652	901	20	158	8,496	382	89
Student and academic affairs and other education services	53,306	16,258	32.4	374	2,386	6,511	5,757	187	1,043	33,885	2,356	807
Management	114,505	27,001	24.5	536	5,424	11,040	8,273	217	1,511	83,304	3,514	686
Business and financial operations	64,945	18,915	30.7	314	4,301	6,206	6,785	148	1,161	42,613	2,765	652
Computer, engineering, and science	143,475	38,475	29.6	601	14,646	8,426	11,964	243	2,595	91,483	5,450	8,067
Community, social service, legal, arts, design, entertainment, sports, and media	88,771	23,540	28.1	458	2,491	11,098	7,447	316	1,730	60,236	4,337	658
Healthcare practitioners and technicians	32,801	10,533	36.6	82	4,331	2,547	2,968	42	563	18,209	2,244	1,815
Service occupations	124,707	53,357	45.2	1,130	4,566	25,673	19,800	393	1,795	64,780	5,647	923
Sales and related occupations	3,536	1,202	36.1	30	116	545	391	22	98	2,132	180	22
Office and administrative support	67,346	26,362	41.7	395	4,124	9,147	10,900	158	1,638	36,927	3,050	1,007
Natural resources, construction, and maintenance	62,217	15,480	26.0	561	1,259	5,721	7,029	152	758	43,947	2,568	222
Production, transportation, and material moving	14,194	4,729	34.9	123	461	2,126	1,758	46	215	8,807	588	70
Female	2,171,582	658,574	33.2	11,208	153,426	239,467	209,599	4,199	40,675	1,322,198	94,315	96,495
Faculty (instruction/research/public service)	776,528	198,768	27.9	3,704	63,159	68,897	49,615	1,441	11,952	512,417	41,005	24,338
Instruction	715,575	182,235	27.4	3,482	55,151	65,529	45,801	1,378	10,894	481,913	38,017	13,410
Research	43,016	11,116	36.8	119	5,908	1,730	2,587	33	739	19,050	2,327	10,523
Public service	17,937	5,417	32.1	103	2,100	1,638	1,227	30	319	11,454	661	405
Graduate assistants	202,304	49,856	37.1	542	16,481	11,480	15,526	209	5,618	84,686	11,201	56,561
Librarians, curators, and archivists	26,398	6,162	24.3	163	1,537	2,099	1,814	55	494	19,246	821	169
Student and academic affairs and other education services	119,094	38,474	33.9	893	5,045	16,278	13,425	298	2,535	75,178	4,292	1,150
Management	162,241	46,149	29.4	831	7,604	20,633	14,151	244	2,686	111,043	4,319	730
Business and financial operations	176,575	58,293	34.4	903	13,100	20,908	19,523	371	3,488	111,057	5,812	1,413
Computer, engineering, and science	101,889	33,981	37.1	449	14,531	7,759	9,061	136	2,045	57,564	4,122	6,222
Community, social service, legal, arts, design, entertainment, sports, and media	117,067	35,738	32.0	712	5,277	13,206	13,315	353	2,875	75,948	4,550	831
Healthcare practitioners and technicians	82,365	27,285	35.6	242	8,447	9,201	7,955	94	1,346	49,337	3,934	1,809
Service occupations	96,376	48,839	53.8	731	4,487	21,826	20,066	285	1,444	41,978	4,389	1,170
Sales and related occupations	7,147	2,791	41.5	67	254	1,284	927	22	237	3,939	389	28
Office and administrative support	294,669	109,129	38.5	1,879	13,208	44,413	43,178	666	5,785	174,487	9,067	1,986
Natural resources, construction, and maintenance	5,769	1,854	34.3	62	211	798	672	13	98	3,558	292	65
Production, transportation, and material moving	3,160	1,255	41.6	30	85	685	371	12	72	1,760	122	23
SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Human Resources component, Spring 2023 (provisional data). (This table was prepared December 2023.)												

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

SECTION 46a-68-85

FORM 85A

Category/Class:  
Labor Market Area:  
Data Resource:

**I. Executive**

CT/National

Avail/Workforce Anal.

Data Current To:

March 31, 2025

		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	48.4	51.6	35.5	41.9	6.5	6.5	3.2	0.0	3.2	3.2	0.0	0.0	A.
FINAL AVAILABILITY BASE %		100	40.4	59.6	31.1	44.8	3.8	5.9	3.0	5.4	1.7	2.7	0.7	0.7	B.
WORKFORCE NOS.		31	15	16	11	13	2	2	1	0	1	1	0	0	C.
WORKFORCE PARITY NOS.		31	12.5	18.5	9.7	13.9	1.2	1.8	0.9	1.7	0.5	0.8	0.2	0.2	D.
NET UTILIZATION (+/-)		0	2.5	-2.5	1.3	-0.9	0.8	0.2	0.1	-1.7	0.5	0.2	-0.2	-0.2	E.
PREVIOUS UTILIZATION		0	1.6	-1.6	1.5	-1.0	0.8	0.2	0.1	-0.7	-0.6	0.2	-0.2	-0.2	F.
HIRING GOALS	Previous Plan Goals	3	1	2		1				1	1				G.
	Current Plan Hires	3	3	0	2						1				H.
PROMO GOALS	Current Plan Goals	3	0	3		1				2					I.
	Previous Plan Goals	0	0	0											J.
UPWARD/ CAREER MOBILITY GOALS	Current Plan Promotions	2	1	1	1	1									K.
	Current Plan Goals	0	0	0											L.
	Previous Plan Goals	0	0												M.
	Current Plan Promotions	0	0	0											N.
	Current Plan Goals	0	0	0											O.

		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	
WORKFORCE %		100	57.3	42.7	39.6	34.4	7.3	2.1	6.3	0.0	4.2	6.3	0.0	0.0	A.
FINAL AVAILABILITY BASE %		100	54.3	45.7	45.4	29.6	4.0	11.5	0.3	0.2	4.6	4.3	0.1	0.1	B.
WORKFORCE NOS.		96	55	41	38	33	7	2	6	0	4	6	0	0	C.
WORKFORCE PARITY NOS.		96	52.1	43.9	43.6	28.4	3.8	11.1	0.2	0.2	4.4	4.1	0.1	0.1	D.
NET UTILIZATION (+/-)		0	2.9	-2.9	-5.6	4.6	3.2	-9.1	5.8	-0.2	-0.4	1.9	-0.1	-0.1	E.
PREVIOUS UTILIZATION		0	-11.1	11.1	-8.1	5.5	3.5	1.7	-2.9	0.8	-3.5	2.2	-0.1	0.9	F.
HIRING GOALS	Previous Plan Goals	0	0	0											G.
	Current Plan Hires	0	0	0											H.
PROMO GOALS	Current Plan Goals	0	0	0											I.
	Previous Plan Goals	15	15	0	8				3		4				J.
UPWARD/ CAREER MOBILITY GOALS	Current Plan Promotions	8	5	3	2	3			2		1				K.
	Current Plan Goals	15	6	9	6			9							L.
	Previous Plan Goals	0	0	0											M.
	Current Plan Promotions	0	0	0											N.
	Current Plan Goals	0	0	0											O.

FORM 85A

Category/Class:  
Labor Market Area:  
Data Resource:

**II. Faculty - Associate Professor**

CT/National

Avail/Workforce Anal.

Data Current To:

March 31, 2025

	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	53.8	46.2	40.4	28.8	3.8	5.8	1.9	1.9	5.8	9.6	1.9	0.0	A.
FINAL AVAILABILITY BASE %	100	37.7	62.3	20.0	44.5	0.2	0.4	0.3	0.3	17.1	17.0	0.1	0.1	B.
WORKFORCE NOS.	52	28	24	21	15	2	3	1	1	3	5	1	0	C.
WORKFORCE PARITY NOS.	52	19.6	32.4	10.4	23.2	0.1	0.2	0.1	0.1	8.9	8.8	0.0	0.0	D.
NET UTILIZATION (+/-)	0	8.4	-8.4	10.6	-8.2	1.9	2.8	0.9	0.9	-5.9	-3.8	1.0	0.0	E.
PREVIOUS UTILIZATION	0	7.1	-7.1	9.3	-7.0	1.9	2.8	-0.3	-1.3	-3.8	-1.6	0.0	0.0	F.
HIRING GOALS	Previous Plan Goals	0	0	0										G.
	Current Plan Hires	0	0	0										H.
PROMO GOALS	Current Plan Goals	0	0	0										I.
	Previous Plan Goals	14	4	10		7			1	4	2			L.
UPWARD/ CAREER MOBILITY GOALS	Current Plan Promotions	12	5	7	3	5		1		1	2			K.
	Current Plan Goas	18	6	12		8				6	4			L.
	Previous Plan Goals	0	0											M.
	Current Plan Promotions	0	0	0										N.
	Current Plan Goas	0	0	0										O.



**II. Faculty - Assistant Professor**

	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	43.8	56.3	31.3	37.5	0.0	0.0	0.0	0.0	12.5	18.8	0.0	0.0	A.
FINAL AVAILABILITY BASE %	100	44.9	55.1	30.6	37.7	2.9	5.0	3.0	3.5	7.6	7.7	0.8	1.2	B.
WORKFORCE NOS.	16	7	9	5	6	0	0	0	0	2	3	0	0	C.
WORKFORCE PARITY NOS.	16	7.2	8.8	4.9	6.0	0.5	0.8	0.5	0.6	1.2	1.2	0.1	0.2	D.
NET UTILIZATION (+/-)	0	-0.2	0.2	0.1	0.0	-0.5	-0.8	-0.5	-0.6	0.8	1.8	-0.1	-0.2	E.
PREVIOUS UTILIZATION	0	0.6	-0.6	-0.2	-0.7	-0.6	-1.1	0.3	-0.8	1.3	2.3	-0.2	-0.3	F.
HIRING GOALS	Previous Plan Goals	5	1	4		1	1	1		1			1	G.
	Current Plan Hires	6	2	4	2	3					1			
PROMO GOALS	Current Plan Goals	4	2	2		1	1	1	1					I.
	Previous Plan Goals	0	0	0										J.
UPWARD/ CAREER MOBILITY GOALS	Current Plan Promotions	0	0	0										K.
	Current Plan Goas	0	0	0										L.
	Previous Plan Goals	0	0	0										M.
	Current Plan Promotions	0	0	0										N.
	Current Plan Goas	0	0	0										O.

**III. Professional Nonfaculty**

CT/National

Avail/Workforce Anal.

Data Current To:

March 31, 2025

	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	38.5	61.5	30.4	41.6	5.0	8.1	2.5	7.5	0.6	1.2	0.0	3.1	A.
FINAL AVAILABILITY BASE %	100	36.0	64.0	26.4	46.5	3.2	6.0	3.5	6.7	2.3	3.7	0.7	1.2	B.
WORKFORCE NOS.	161	62	99	49	67	8	13	4	12	1	2	0	5	C.
WORKFORCE PARITY NOS.	161	58.0	103.0	42.5	74.8	5.1	9.6	5.6	10.7	3.7	5.9	1.2	1.9	D.
NET UTILIZATION (+/-)	0	4.0	-4.0	6.5	-7.8	2.9	3.4	-1.6	1.3	-2.7	-3.9	-1.2	3.1	E.
PREVIOUS UTILIZATION	0	7.6	-7.6	9.2	-7.2	2.2	0.0	-1.2	0.9	-1.5	-3.5	-1.1	2.2	F.
HIRING GOALS	Previous Plan Goals	15	4	11		7		1		2	4	1		G.
	Current Plan Hires	18	7	11	4	5	2	4	1	1			1	H.
PROMO GOALS	Current Plan Goals	18	6	12		8		2		3	4	1		I.
	Previous Plan Goals	0	0	0										J.
UPWARD/ CAREER MOBILITY GOALS	Current Plan Promotions	3	0	3		3								K.
	Current Plan Goas	0	0	0										L.
	Previous Plan Goals	0	0	0										M.
	Current Plan Promotions	0	0	0										N.
	Current Plan Goas	0	0	0										O.

FORM 85A

Category/Class:

IV. Secretarial/Clerical

Labor Market Area:

Windham County

Data Resource:

Avail/Workforce Anal.

Data Current To:

March 31, 2025

	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	2 or More Male	2 or More Female	
WORKFORCE %	100	0.0	100.0	0.0	74.2	0.0	6.5	0.0	9.7	0.0	6.5	0.0	3.2	A.
FINAL AVAILABILITY BASE %	100	17.9	82.1	13.6	71.5	2.6	2.5	1.6	6.6	0.0	0.8	0.1	0.7	B.
WORKFORCE NOS.	31	0	31	0	23	0	2	0	3	0	2	0	1	C.
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	D.
NET UTILIZATION (+/-)	0	-5.6	5.6	-4.2	0.8	-0.8	1.2	-0.5	1.0	0.0	1.7	0.0	0.8	E.
PREVIOUS UTILIZATION	0	-5.9	5.9	-4.5	1.4	-0.9	1.2	-0.5	0.8	0.0	1.7	0.0	0.8	F.
HIRING GOALS	Previous Plan Goals	7	7	0	5		1		1					G.
	Current Plan Hires	3	0	3		2		1						H.
	Current Plan Goals	6	6	0	4		1		1					I.
PROMO GOALS	Previous Plan Goals	0	0	0										J.
	Current Plan Promotions	0	0	0										K.
	Current Plan Goas	0	0	0										L.
UPWARD/ CAREER MOBILITY GOAS	Previous Plan Goals	0	0											M.
	Current Plan Promotions	0	0	0										N.
	Current Plan Goas	0	0	0										O.

FORM 85A

Category/Class:  
Labor Market Area:  
Data Resource:

**V. Technical Paraprofessional**

CT/Windham

Avail/Workforce Anal.

Data Current To:

March 31, 2025

			Total	Total	White	White	Black	Black	Hispanic	Hispanic	AAIANH	AAIANH	2 or	2 or	
		Total	Male	Female	Male	Female	Male	Female	Male	Female	NPI Male	NPI Female	More	More	
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	A.
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	B.
WORKFORCE NOS.		4	2	2	2	1	0	0	0	1	0	0	0	0	C.
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	D.
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	E.
PREVIOUS 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	F.
HIRING GOALS	Previous Plan Goals	1	0	1		1									G.
	Current Plan Hires	0	0	0											H.
	Current Plan Goals	1	0	1		1									I.
PROMO GOALS	Previous Plan Goals	0	0	0											J.
	Current Plan Promotions	0	0	0											K.
	Current Plan Goas	0	0	0											L.
UPWARD/ CAREER MOBILITY GOAS	Previous Plan Goals	0	0												M.
	Current Plan Promotions	0	0	0											N.
	Current Plan Goas	0	0	0											O.

FORM 85A

Category/Class:

**VI. Skilled Crafts**

Labor Market Area:

Windham County

Data Resource:

Avail/Workforce Anal.

Data Current To:

March 31, 2025

		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	
<b>WORKFORCE %</b>		100	100.0	0.0	78.4	0.0	2.7	0.0	16.2	0.0	0.0	0.0	2.7	0.0	A.
<b>FINAL AVAILABILITY BASE %</b>		100	88.1	11.9	76.5	4.8	0.8	0.0	10.4	7.1	0.0	0.0	0.4	0.1	B.
<b>WORKFORCE NOS.</b>		37	37	0	29	0	1	0	6	0	0	0	1	0	C.
<b>WORKFORCE PARITY NOS.</b>		37	32.6	4.4	28.3	1.8	0.3	0.0	3.8	2.6	0.0	0.0	0.2	0.0	D.
<b>NET UTILIZATION (+/-)</b>		0	4.4	-4.4	0.7	-1.8	0.7	0.0	2.2	-2.6	0.0	0.0	0.8	0.0	E.
<b>PREVIOUS UTILIZATION</b>		0	3.7	-3.7	4.1	-1.1	0.5	0.0	0.5	-2.6	-0.7	0.0	-0.7	0.0	F.
<b>HIRING GOALS</b>	Previous Plan Goals	6	2	4		1				3	1		1		G.
	Current Plan Hires	4	4	0	2				1				1		H
<b>PROMO GOALS</b>	Current Plan Goals	5	0	5		2				3					I
	Previous Plan Goals	0	0	0											J
<b>UPWARD/ CAREER MOBILITY GOALS</b>	Current Plan Promotions	1	1	0					1						K
	Current Plan Goals	0	0	0											L
<b>UPWARD/ CAREER MOBILITY GOALS</b>	Previous Plan Goals	0	0	0											M
	Current Plan Promotions	0	0	0											N
<b>UPWARD/ CAREER MOBILITY GOALS</b>	Current Plan Goas	0	0	0											O

**VII. Protective Services**

CT/Windham

Avail/Workforce Anal.

Data Current To:

March 31, 2025

	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	
WORKFORCE %	100	66.7	33.3	44.4	33.3	0.0	0.0	11.1	0.0	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	12	6	8	6	0	0	2	0	1	0	1	0	C.
WORKFORCE PARITY NOS.	18	15.4	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	-3.4	3.4	-6.1	4.2	0.0	0.0	0.8	-0.3	1.0	0.0	0.8	-0.4	E.
PREVIOUS UTILIZATION	0	-4.0	4.0	-6.5	3.9	0.0	0.0	0.6	0.6	1.0	0.0	0.8	-0.5	F.
HIRING GOALS	Previous Plan Goals	8	7	1	7								1	G.
	Current Plan Hires	0	0	0										H.
	Current Plan Goals	7	6	1	6								1	I.
PROMO GOALS	Previous Plan Goals	0	0	0										J.
	Current Plan Promotions	0	0	0										K.
	Current Plan Goas	0	0	0										L.
UPWARD/ CAREER MOBILITY GOAS	Previous Plan Goals	0	0	0										M.
	Current Plan Promotions	0	0	0										N.
	Current Plan Goas	0	0	0										O.

**VIII. Maintenance**

Windham County

Avail/Workforce Anal.

Data Current To:

March 31, 2025

	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	48.6	51.4	17.1	17.1	1.4	0.0	30.0	34.3	0.0	0.0	0.0	0.0	A.
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	B.
WORKFORCE NOS.	70	34	36	12	12	1	0	21	24	0	0	0	0	C.
WORKFORCE PARITY NOS.	70	48.2	21.8	39.8	18.2	1.4	0.2	6.4	2.5	0.1	0.5	0.5	0.4	D.
NET UTILIZATION (+/-)	0	-14.2	14.2	-27.8	-6.2	-0.4	-0.2	14.6	21.5	-0.1	-0.5	-0.5	-0.4	E.
PREVIOUS UTILIZATION	0	-16.9	16.9	-29.4	-3.4	-0.4	-0.2	13.5	21.5	-0.1	-0.5	-0.5	-0.4	F.
HIRING GOALS	Previous Plan Goals	36	31	5	29	3	1				1	1	1	G.
	Current Plan Hires	6	4	2	2	2		2						H.
PROMO GOALS	Current Plan Goals	36	29	7	28	6					1	1		I.
	Previous Plan Goals	0	0	0										J.
UPWARD/ CAREER MOBILITY GOALS	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.

## **9. EMPLOYMENT ANALYSIS**

SECTION 46a-68-86



FORM 86A

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

Date: March 31, 2025

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	31	15	16	11	13	2	2	1		1	1		
Workforce #, Previous	31	14	17	11	13	2	2	1	1		1		
Net Change		1	-1						-1	1			
Hires	3	3		2						1			
Promotion into Category	2	1	1	1	1								
Transfer In													
Total Increases	5	4	1	3	1					1			
Transfer Out	1		1		1								
End of Contract													
Retirements	3	2	1	2					1				
Return to Faculty													
Resignations	1	1		1									
Total Reductions	5	3	2	3	1				1				
Promotion within Category													

\*AA: AAIANHNPI 2: Two or more races

FORM 86A

Category: **II. Faculty**Titles: **All**

Date: March 31, 2025

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	164	90	74	64	54	9	5	7	1	9	14	1	
Workforce #, Previous	168	93	75	66	54	9	5	7	2	10	13	1	1
Net Change	-4	-3	-1	-2					-1	-1	1		-1
Hires	6	2	4	2	3						1		
Return from Mgmt.													
Total Increases	6	2	4	2	3						1		
End of Contract	1	1		1									
Promotion to Management													
Retirements	5	1	4		2				1	1			1
Resignations	4	3	1	3	1								
Total Reductions	10	5	5	4	3				1	1			1
Promotion within Category													

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

FORM 86A

Category: **II. Faculty**

Titles: **Assistant Professors**

Date: March 31, 2025

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	16	7	9	5	6					2	3		
Workforce #, Previous	23	11	12	7	8			1		3	4		
Net Change	-7	-4	-3	-2	-2			-1		-1	-1		
Hires	6	2	4	2	3						1		
Promotions into Rank													
Total Increases	6	2	4	2	3						1		
Promotion to Associate	12	5	7	3	5			1		1	2		
End of Contract													
Retirements													
Resignations	1	1		1									
Total Reductions	13	6	7	4	5			1		1	2		
Promotion within Category													

FORM 86A

Category:

**II. Faculty**

Titles:

**Associate Professor**

Date: March 31, 2025

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	52	28	24	21	15	2	3	1	1	3	5	1	
Workforce #, Previous	52	31	21	23	14	2	3	2	1	3	3	1	
Net Change		-3	3	-2	1			-1			2		
Hires													
Promotions from Asst.	12	5	7	3	5			1		1	2		
Total Increases	12	5	7	3	5			1		1	2		
Promotion to Professor	8	5	3	2	3			2		1			
End of contract	1	1		1									
Retirements (Vol.)													
Retirements (Invol.)													
Resignations	3	2	1	2	1								
Total Reductions	12	8	4	5	4			2		1			
Promotion within Category													

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

FORM 86A

Category:

**II. Faculty**

Titles:

**Professor**

Date: March 31, 2025

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	96	55	41	38	33	7	2	6		4	6		
Workforce #, Previous	93	51	42	36	32	7	2	4	1	4	6		1
Net Change	3	4	-1	2	1			2	-1				-1
Hires													
Promotions from Assoc	8	5	3	2	3			2		1			
Return from Management													
Total Increases	8	5	3	2	3			2		1			
Promoted to Management													
Retirements (Vol.)	5	1	4		2				1	1			1
Retirements (Invol.)													
Resignations													
Total Reductions	5	1	4		2				1	1			1
Promotion within Category													

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

FORM 86A

Category: **III. Prof. Nonfaculty**Titles: **All**

Date: March 31, 2025

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	161	62	99	49	67	8	13	4	12	1	2		5
Workforce #, Previous	151	62	89	49	63	7	9	4	11	2	2		4
Net Change	10		10		4	1	4		1	-1			1
Hires	18	7	11	4	5	2	4		1	1			1
Transfer In	1		1		1								
Promote from Category 4	3		3		3								
Total Increases	22	7	15	4	9	2	4		1	1			1
Promotion to Category 1	2	1	1	1	1								
End of Contract													
Retirements (Vol.)													
Retirements (Invol.)	7	3	4	2	4					1			
Resignations	3	3		1		1				1			
Total Reductions	12	7	5	4	5	1				2			
Promotion within Category	10	5	5	5	4		1						

\*AA: AA|ANHNPI 2: Two or more races

FORM 86A

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

Date: March 31, 2025

Employment Process Analysis

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

\*AA: AAIAHNPI 2: Two or more races

FORM 86A

Category: **V. Technical / Paraprofessional**

Titles: **All**

Date: March 31, 2025

Employment Process Analysis

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

\*AA: AAIAHNPI 2: Two or more races



FORM 86A

Category: **VI. Skilled Crafts**Titles: **All**

Date: March 31, 2025

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	37	37		29		1		6				1	
Workforce #, Previous	37	36	1	31	1	1		4					
Net Change		1	-1	-2	-1			2				1	
Hires	4	4		2				1				1	
Promotions into Cat.	1	1						1					
Transfer In													
Total Increases	5	5		2				2				1	
Termination													
Discharge													
Layoffs													
Retirements	3	2	1	2	1								
Death													
Resignations	2	2		2									
Total Reductions	5	4	1	4	1								
Promotion within Category	1	1						1					

\*AA: AAIAHNPI 2: Two or more races

FORM 86A

Category: **VII. Protective Services**Titles: **All**

Date: March 31, 2025

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	18	12	6	8	6			2		1		1	
Workforce #, Previous	21	14	7	10	6			2	1	1		1	
Net Change	-3	-2	-1	-2					-1				
Hires													
Transfer In													
Total Increases													
Death													
Transfer Out													
Layoff													
Retirements													
Discharge													
Resignations	3	2	1	2					1				
Total Reductions	3	2	1	2					1				
Promotion within Category	1		1		1								

\*AA: AAIAHNPI 2: Two or more races

FORM 86A

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

Date: March 31, 2025

Employment Process Analysis

Employment Process	Total	M	F	WM	WF	BM	BF	HM	HF	AAM	AAF	2M	2F
Workforce #, Current	70	34	36	12	12	1		21	24				
Workforce #, Previous	71	32	39	11	15	1		20	24				
Net Change	-1	2	-3	1	-3			1					
Hires	6	4	2	2	2			2					
Transfer In													
Total Increases	6	4	2	2	2			2					
Discharge													
Death													
Promoted to Cat. 6	1	1						1					
Retirements	3	1	2	1	2								
Resignations	3		3		3								
Total Reductions	7	2	5	1	5			1					
Promotion within Category	2		2		2								

\*AA: AAIAHNPI 2: Two or more races

FORM 86B1

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

Date: March 31, 2025

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	145	120	25	88	17	8	6	6		15	1	3	1			55
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	145	120	25	88	17	8	6	6		15	1	3	1			55
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	29	23	6	15	4	2	2	2		4						
Not offered position	26	20	6	13	4	2	2	2		3						
Offered position	3	3		2						1						
Refused positions																
TOTAL ACCESSIONS	3	3		2						1						

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

FORM 86B1

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

Date: March 31, 2025

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	150	107	43	29	12	11	4	2		63	25		1	2	1	
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	150	107	43	29	12	11	4	2		63	25		1	2	1	
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	35	24	11	4	4	4		1		15	7					
Not offered position	29	22	7	2	1	4		1		15	6					
Offered position	6	2	4	2	3						1					
Refused positions																
TOTAL ACCESSIONS	6	2	4	2	3						1					

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

FORM 86B1

Category: **II. Faculty**

Titles: **Associate Professor**

Date: March 31, 2025

Applicant Flow Analysis: Hires

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

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

FORM 86B1

Category: **II. Faculty**

Titles: **Professor**

Date: March 31, 2025

Applicant Flow Analysis: Hires

<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																
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: AAIANHNP; 2: 2 or more races

<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	504	228	276	117	141	54	42	24	48	16	24	6	12	11	9	
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	504	228	276	117	141	54	42	24	48	16	24	6	12	11	9	
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	72	30	42	14	22	11	7	2	9	3	1		3			
Not offered position	54	23	31	10	17	9	3	2	8	2	1		2			
Offered position	18	7	11	4	5	2	4		1	1			1			
Refused positions																
TOTAL ACCESSIONS	18	7	11	4	5	2	4		1	1			1			

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



FORM 86B1

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

Date: March 31, 2025

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	278	23	255	15	160	2	38	1		1	16	4	28		13	
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	278	23	255	15	160	2	38	1		1	16	4	28		13	
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	14		14		7		5				1		1			
Not offered position	11		11		5		4				1		1			
Offered position	3		3		2		1									
Refused positions																
TOTAL ACCESSIONS	3		3		2		1									

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

FORM 86B1

Category: **V. Technical/Paraprofessional**Titles: **All**

Date: March 31, 2025

Applicant Flow Analysis: Hires

<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																
Employment list																
Reemployment list*																
Transfer list																
Other applicants																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

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

<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																
Employment list																
Reemployment list*																
Transfer list																
Other applicants																
TOTAL APPLICANTS	104	100	4	74	2	6		5	2	1		12		2		
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	104	100	4	74	2	6		5	2	1		12		2		
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	14	13	1	11	1			1				1				
Not offered position	10	9	1	9	1											
Offered position	4	4		2				1				1				
Refused positions																
TOTAL ACCESSIONS	4	4		2				1				1				

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

FORM 86B1

Category: **VII. Protective Services**Titles: **All**

Date: March 31, 2025

Applicant Flow Analysis: Hires

<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																
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: AAIANHNP; 2: 2 or more races

FORM 86B1

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

Date: March 31, 2025

Applicant Flow Analysis: Hires

<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																
Employment list																
Reemployment list*																
Transfer list																
Other applicants																
TOTAL APPLICANTS	252	192	60	91	24	29	5	43	21	6	1	6		17	9	
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	252	192	60	91	24	29	5	43	21	6	1	6		17	9	
TOTAL TESTED																
TOTAL PASSING EXAMINATION																
Earned Ratings 1-5																
Earned Ratings 6-10																
Earned Ratings 11-15																
TOTAL INTERVIEWED	29	20	9	16	4		1	4	4							
Not offered position	23	16	7	14	2		1	2	4							
Offered position	6	4	2	2	2			2								
Refused positions																
TOTAL ACCESSIONS	6	4	2	2	2			2								

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

FORM 86B3

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

Date: March 31, 2025

Applicant Flow Analysis: Promotions

<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																
TOTAL APPLICANTS	4	2	2	1	2	1										
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	4	2	2	1	2	1										
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	2	1	1	1	1											

No Change within Category																
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\*AA: AA|AN|HN|PI; 2: 2 or more races

FORM 86B3

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

Date: March 31, 2025

Applicant Flow Analysis: Promotions

<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																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

No Change within Category																
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\*AA: AA|AN|HN|PI; 2: 2 or more races

FORM 86B3

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

Date: March 31, 2025

Applicant Flow Analysis: Promotions

<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																
TOTAL APPLICANTS	12	5	7	3	5			1		1	2					
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	12	5	7	3	5			1		1	2					
TOTAL INTERVIEWED	12	5	7	3	5			1		1	2					
Not offered position																
Offered position	12	5	7	3	5			1		1	2					
Refused positions																
TOTAL ACCESSIONS	12	5	7	3	5			1		1	2					

No Change within Category																
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\*AA: AA|IANHNPI; 2: 2 or more races

FORM 86B3

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

Date: March 31, 2025

Applicant Flow Analysis: Promotions

<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																
TOTAL APPLICANTS	9	5	4	2	4			2		1						
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	9	5	4	2	4			2		1						
TOTAL INTERVIEWED	9	5	4	2	4			2		1						
Not offered position	1		1		1											
Offered position	8	5	3	2	3			2		1						
Refused positions																
TOTAL ACCESSIONS	8	5	3	2	3			2		1						

No Change within Category																
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\*AA: AA|IANHNPI; 2: 2 or more races

FORM 86B3

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

Date: March 31, 2025

Applicant Flow Analysis: Promotions

<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																
TOTAL APPLICANTS	147	53	94	33	56	10	8	1	18	8	9	1	3			
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	147	53	94	33	56	10	8	1	18	8	9	1	3			
TOTAL INTERVIEWED	17	4	13	1	11	3			1		1					
Not offered position	14	4	10	1	8	3			1		1					
Offered position	3		3		3											
Refused positions																
TOTAL ACCESSIONS	3		3		3											
No Change within Category	10	5	5	5	4		1									

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

FORM 86B3

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

Date: March 31, 2025

Applicant Flow Analysis: Promotions

<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																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																
No Change within Category																

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



FORM 86B3

Category: **V. Technical/Paraprofessional**Titles: **All**

Date: March 31, 2025

Applicant Flow Analysis: Promotions

<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																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

No Change within Category																
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\*AA: AA|IANHNPI; 2: 2 or more races

FORM 86B3

Category: **VI. Skilled Crafts**Titles: **All**

Date: March 31, 2025

Applicant Flow Analysis: Promotions

<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																
TOTAL APPLICANTS	36	34	2	25	2	1		4		1		3				
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS	36	34	2	25	2	1		4		1		3				
TOTAL INTERVIEWED	4	4		3				1								
Not offered position	3	3		3												
Offered position	1	1						1								
Refused positions																
TOTAL ACCESSIONS	1	1						1								

No Change within Category																
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\*AA: AA|IANHNPI; 2: 2 or more races

FORM 86B3

Category: **VII. Protective Services**Titles: **All**

Date: March 31, 2025

Applicant Flow Analysis: Promotions

<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																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

No Change within Category																
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\*AA: AA|IAN|HNPI; 2: 2 or more races

FORM 86B3

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

Date: March 31, 2025

Applicant Flow Analysis: Promotions

<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																
TOTAL APPLICANTS																
TOTAL REJECTED APPLICANTS																
TOTAL QUALIFIED APPLICANTS																
TOTAL INTERVIEWED																
Not offered position																
Offered position																
Refused positions																
TOTAL ACCESSIONS																

No Change within Category																
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\*AA: AA|IAN|HNPI; 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													
Excellant	8	3	5	2	5			1					
Good	6	3	3	3	3								
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													
Excellant		Faculty are evaluated in accordance with article 4 of the AAUP contract for promotion and tenure. They are not given "service ratings," nor are their evaluations quantifiable as "excellent" or "good." Narrative evaluations by departments are made which cannot be converted to fit the requirements of this form.											
Good													
Satisfactory													
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 86C

Category:  
Titles:III. Professional Nonfaculty  
All

Date: March 31, 2025

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													
Excellant	78	35	43	30	29	3	5	2	8		1		
Good	40	18	22	14	15	3	2	1	2				3
Satisfactory	3	1	2				1	1	1				
Poor													
REPRIMANDS													
SUSPENSIONS	1		1						1				
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 86C

Category:  
Titles:IV. Secretarial/Clerical  
All

Date: March 31, 2025

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													
Excellant	18		18		12		1		2		2		1
Good	7		7		6		1						
Satisfactory													
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 86C

Category:  
Titles:V. Technical / Paraprofessional  
All

Date: March 31, 2025

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													
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, 2025

PERSONNEL EVALUATION ANALYSIS	Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIANHN PI Female	2 or More Male	2 or More Female
SERVICE RATINGS													
Excellent	19	19		14		1		4					
Good	1	1		1									
Satisfactory													
Poor													
REPRIMANDS													
SUSPENSIONS	1	1		1									
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 86C

Category: VII. Protective Services  
Titles: All

Date: March 31, 2025

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													
Excellant	2	2		1				1					
Good	11	6	5	5	5			1				1	
Satisfactory	1	1		1									
Poor													
REPRIMANDS	1		1		1								
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 86C

Category: VIII. Maintenance  
Titles: All

Date: March 31, 2025

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													
Excellant	41	19	22	4	8			15	14				
Good	14	8	6	3	1			5	5				
Satisfactory	9	4	5	3	2	1			3				
Poor													
REPRIMANDS	1	1				1							
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

# **10. IDENTIFICATION OF PROBLEM AREAS**

SECTION 46a-68-87

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

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

**Subsection (a):**

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

**(1) Employment Applications:**

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

Candidates for all other positions fill out an employment application (either physical copy or online via JazzHR or the DAS JobsAp software); 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. Within recent years, the University has 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 forms for both classified and unclassified positions are also online for applicants to fill out and submit via the JazzHR or the JobsAp software platforms. .

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 (particularly lacking male candidates). 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 (EAP). 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 and the progressive discipline and grievance processes have been exhausted.

**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 and collective bargaining 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 2025-2026

Goals Set (2025 – 2026)	Responsible Staff	Timetable
(a) The Office of Equity & Diversity will develop and implement a recognition program to acknowledge faculty, staff, departments, and divisions that go above and beyond in contributing to the university's diversity, equity, inclusion, and social justice efforts.	VP for Equity & Diversity	March 2026
(b) The Office of Equity & Diversity will sponsor and facilitate a university-wide book-read and discussion for faculty and staff using the book, "From Equity Talk to Equity Walk".	VP for Equity & Diversity	March 2026
(c) The Office of Equity & Diversity will develop an "Equity Associate" certification program whereby each division of the University will have someone trained to review all of their respective searches to emphasize fairness, bias minimization, and impartiality in the search process. The "Equity Associates" will be in addition to the oversight provided by the Office of Equity & Diversity.	VP for Equity & Diversity	March 2026

The University will report on programs during the next reporting cycle at of the end of March 2026.

## **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 2024-2025 is included in the report.

#	Complainant Race/Sex	Date Filed	Type	Involved Parties	Respondent Race/Sex	Basis Claimed	Finding/ Resolution	Length
1	WF	4/1/2024	Sexual Harassment	Student/ Employee	BM	Complainant (student) alleged she was made to feel uncomfortable due to various readings, activities, and discussions in class that she perceived to be sexual in nature.	Not Substantiated/ No Violations Found  Complaint withdrawn and informal resolution sought. Academic accommodations provided.	4 days
2	WM	4/22/2024	Discriminatory Harassment	Employee/ Employee	WM	Complainant alleged he has been consistently harassed in the workplace by his supervisor on the basis of his age.	Still Pending	Pending
3	WM	5/1/2024	Discrimination	Student/ Employee	WF	Complainant (student) alleged he was discriminated against by his professor on the basis of his disability because he believed the professor was not adhering to his approved accommodations.	Not Substantiated/ No Violations Found  Student referred to the grade appeal process.	22 days
4	WF	5/15/2024	Sexual Harassment	Student/ Employee	WM	Complainant (student) alleged feeling sexually harassed due to the behaviors and actions of one of her professors.	Not Substantiated/ No Violations Found	21 days

5	WF	5/13/2024	Sexual Harassment	Student/Employee	WF	Complainant (student) alleged that an employee crossed the boundaries of the university consensual relationship policy and caused her to feel uncomfortable.	Violations Found  Referred to Office of Human Resources	224 days
6	WF	6/18/2024	Sexual Harassment	Student/Employee	WM	Complainant (student) alleged that an employee in her work-study job sexually harassed her by making what she perceived to be sexual comments and displaying inappropriate behaviors.	Not Substantiated/ No Violations Found	69 days
7	WM	12/16/2024	Discriminatory Harassment	Employee/Employee	WF	Complainant alleged a colleague consistently harassed him on the basis of race as she claimed an activity he did in one of his classes was racist.	Not Substantiated/ No Violations Found  Dean will initiate a “special assessment” in accordance with Article 4.13 of the collective bargaining agreement.	65 days
8	AAIANHN PI(F)	12/18/2024	Discriminatory Harassment	Employee/Employee	WF	Complainant alleged that a colleague discriminated against her on the basis of race by excluding her from certain meetings and negatively impacting her DEC process.	Not Substantiated/ No Violations Found  Complainant referred to the tenure/promotion appeal process.	44 days

9	WF	3/11/2025	Discriminatory Harassment	Student/ Employee	AAIANHNP I(M)	Complainant (student) alleged that her professor harassed and treated her in a disparate manner on the basis of gender. Told her she was not going to pass just because she was “pretty”.	Violations Found  Referred to Office of Human Resourced for final resolution	15 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 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 2024-25						
(4/1/24- 3/31/25)						
Category	Hiring Goals	Achieved	Other Hires	Promo Goals	Achieved	Other Promo
I. Executive	1 WF 1 HF** 1 AAM	1 AAM	2 WM		1 WF***	1 WM
II. Fac-Prof.				8 WM 3 HM 4 AAM	2 WM 2 HM 1 AAM	3 WF
II. Faculty - Asso Prof.				7 WF 1 HF 4 AAM 2 AAF	5 WF  1 AAM 2 AAF	3 WM 1 HM
II. Faculty - Asst Prof.	1 WF 1 BM 1 BF 1 HF 1 TF	1 WF	2 WF 2 WM 1 AAF			
III. Professional Nonfaculty	7 WF 1 HM 2 AAM 4 AAF 1 TM	5 WF  1 AAM	4 WM 4 BF 2 BM 1 HF 1 TF		2 WF****	1 WF
IV. Secretarial/ Clerical	5 WM 1 BM 1 HM		2 WF 1 BF			
V. Tech/ Paraprofessional	1 WF					
VI. Skilled Crafts	1 WF 3 HF 1 AAM 1 TM	1 TM	2 WM 1 HM			1 HM
VII. Protective Services	7 WM 1 TF					
VIII. Maintenance	29 WM 3 WF 1 BM** 1 AAF 1 TM 1 TF**	2 WM 2 WF	2 HM			
<b>TOTAL</b>	81	13	27	29	16	10

\* AA: AAIAHNPI T: Two more more races

\*\* combination goals \*\*\*\* Achieved hiring goals via promotion

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

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

**HIRING & PROMOTIONAL GOALS: APRIL 1, 2024-MARCH 31, 2025**

The following narrative report is prepared by Eastern Connecticut State University, covering all activities undertaken to achieve hiring, promotion, upward mobility and program goals in the 2024 Affirmative Action Plan. During the 2024-2025 reporting period there were **40** new hires and **26** promotions. **13** of the new hires and **16** 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.

<b>SECTION 1: HIRING GOALS AND ANALYSIS</b>
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**I. Category: Executive, Managerial, and Administrative**

**Hiring Goals:** 1 WF, 1 HF and 1 AAIANHNPI(M)

**Hired:** 2 WM and 1 AAIANHNPI(M)

**Achieved:** 1 AAIANHNPI(M) goal was achieved.

**President**

**1 AAIANHNPI(M) Hired**

**Position Summary:** The President is the Chief Executive Officer of Eastern, reports to the Chancellor of CSCU, and has broad responsibilities, including: Advising the CSCU Chancellor and Board of Regents on the needs of the campus and its students; Overseeing university-wide delivery

of strong academic programs, equitable, and outstanding educational student experiences and administrative strategies that lead to sustainability and effectiveness; Conducting university-wide strategic planning; Advocating for state funding and policies that support public higher education; Overseeing the achievement of university-wide performance goals in accordance with their adopted performance accountability plans; Providing academic, administrative, and student affairs leadership to the campus; Providing the Board of Regents with updates at its regularly scheduled meetings and outside the meeting schedule whenever appropriate; and in conjunction with – and at the direction of – the CSCU Chancellor, Eastern's President is expected to implement strategies and plans to ensure financial and enrollment sustainability that also foster collaboration with other universities and partnerships with corporations and non-profit organizations for the advancement of public higher education in Connecticut. The President is expected to reinforce the university's financial health, ensure investment in infrastructure, both physical and human capital, lead Eastern on its pathway to excellence, and advance outstanding educational outcomes and educational experience for students.

**Qualifications:** An advanced degree from an accredited institution; Significant leadership and administrative experience within a complex organization, including evidence of developing and implementing strategic plans; Effective transparent communication skills; Ability to recruit and lead an outstanding leadership team; Budgetary and financial acumen; Vision for and commitment to the mission of public liberal arts education; Well-developed relationship building skills coupled with potential for/evidence of ability to lead fundraising efforts; Commitment to the values of diversity, equity and inclusion, coupled with demonstrated evidence of advancing these values in an institutional setting; Dedication to student success and academic excellence.

**Recruitment** for this position was conducted through the WittKieffer Executive Search Firm. They provided consulting, marketing, advertising, recruitment, and screening services to the University for this position. They advertised the position in a variety of locations including on the ECSU website, higheredjobs.com, insidehigher.com, the Chronicle of Higher Education, Diverse Issues in Higher Education, Journal of Black in Higher Education, and the American Association of Colleges & Universities (AAC&U).

97 applicants applied for the position which included: 23 WM, 3 WF, 3 BM, 3 BF, 3 HM, 7 AAIAHNPI(M), and 55 UM/F.

11 candidates were interviewed for the position which included 4 WM, 2 WF, 1 BM, 2 BF, 1 HM, and 1 AAIAHNPI(M).

The selected AAIAHNPI(M) **goal candidate** has a Ph.D. as well as several management certifications. He also has nearly 20 years of progressive experience in higher education administration. He has advanced through the ranks of faculty and has served as department chair, dean, vice provost, vice president, provost, and executive vice president & provost. He has worked at both large and small institutions and is familiar with union environments, fiscal management, accreditation processes, and he values the mission and objectives of a public liberal arts institution. He has well published and continued to engage in research in his field. He has already achieved tenure-status throughout his career in higher education and continues his quest for professional development in the field.



## **Vice President for Finance & Administration (VPFA)**

**WM Hired**

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

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

**Recruitment activities** include advertisement on the ECSU website, higheredjobs.com, insidehigher.com, the Chronicle of Higher Education, Diverse Issues in Higher Education, Journal of Black in Higher Education, National Association of College & University Business Officers (NACUBO), Association of Physical Plant Administrators (APPA), Eastern Association of College & University Business Officers (EACUBO), and Connecticut Society of Certified Public Accountants (CTCPA).

31 applicants applied for the position: 20 WM, 4 WF, 3 BM, 2 BF, 1 HM, and 1 AAIAHNPI(M)

5 of the 31 candidates were goal candidates. Although there were 4 WF in the pool, the WF goal was achieved through promotion for another position. 1 AAIAHNPI(M) was not selected due to having an incomplete application (did not provide references) and subsequently withdrew from the search when contacted to provide them.

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

The selected WM has an MBA degree in business administration and has over 20 years of experience in fiscal affairs at various higher education institutions. The selected candidate is familiar with State of Connecticut fiscal regulations and has experience supervising the various areas within the Division of Finance & Administration

## **Chief Information Officer (CIO)**

**WM Hired**

**Position Summary:** The Chief Information Officer (CIO) reports to the President and provides leadership, vision, oversight, planning, and management for all aspects of information technology including academic and administrative computing, management of the Center for Instructional

Technology, Media Services Center, Help Desk, enterprise applications, telecommunications, data and voice networking, user support services, information retrieval and security, online education and other technical aspects of ITS services.

**Qualifications:** A bachelor's degree in an appropriate information technology field is required and a master's degree is preferred. A minimum of six years of progressively responsible professional experience in the management of information technology, preferably in a higher education environment. The candidate is required to demonstrate a thorough understanding and knowledge of appropriate IT hardware, software, complex IT infrastructure and systems multimedia systems and applications, prioritizing network security and reliability. An understanding of how learning management systems (LMS), customer relationship management (CRM) systems, and enterprise resource planning (ERP) systems as well as Microsoft's Office 365 and its content management system function and interact with one another is essential.

**Recruitment activities** include advertisement on the ECSU website, higheredjobs.com, insidehigher.com, the Chronicle of Higher Education, Diverse Issues in Higher Education, Journal of Black in Higher Education, Association of Information Technology Professionals, and National Association of State Chief Information Officers.

72 applicants applied for the position: 45 WM, 10 WF, 2 BM, 1 BF, 2 HM, 7 AAIANHNPI(M), 1 AAIANHNPI(F), 3 TM, and 1 TF.

Although 7 of the 72 candidates were goal candidates, the goal of hiring a AAIANHNPI(M) had already been reached with the selection of the President.

12 applicants were interviewed which included 7 WM, 1 WF, 1 BM, and 3 AAIANHNPI(M).

The selected WM has a Master's Degree in Physics and an additional graduate degree in Astrophysics. He has served as a Chief Information Officers at several other higher education institutions and has over 20+ years' experience in the IT field. He has managed large budgets and has supervised multiple levels of staff.

## **II. Category: Faculty**

### **Faculty/Professor**

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

### **Faculty/Associate Professor**

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

### **Faculty/Assistant Professor**

**Hiring Goals:** 1 WF, 1 BM, 1 BF, 1 HF, and 1 TF.

**Hired:** 2 WM, 3 WF, and 1 AAIANHNPI(F).

**Achieved:** 1 WF goals was achieved.

### **Assistant Professor of Computer Science**

**1 WM Hired**

**Position Summary:** The Assistant/Associate Professor of Computer Science should have expertise in networking/cybersecurity, machine intelligence, and data science/data engineering. However, applicants with expertise in any area of Computer Science will be considered. The applicant is expected to teach undergraduate computer science courses at all levels. The applicant will also have opportunities to teach in an Applied Data Science Master's program. The workload is equivalent to 12 credit hours per semester. Responsibilities for the position also include curriculum development, research, advising, and service to the department.

**Qualifications:** Candidates must have a **Ph.D.** in Computer Science or a closely related field, completed before August 2024, or equivalent work experience, and have a strong commitment to undergraduate education and scholarly research.

**Recruitment activities** included advertisement on the ECSU website, HigherEdJobs.com, the Chronicle for Higher Education, and the Association for Computing Machinery.

28 applicants applied for the position which included 7 WM, 3 WF, 1 BF, 1 HM, 12 AAIAHNPI(M), 3 AAIAHNPI(F) and 1 UM

4 of the 28 applicants were goal candidates and one candidate was unknown. 1 WF and 1 BF did not meet the minimum requirements by not having a Ph.D. 1 WF withdrew from the search due to receiving another job opportunity. 1 WF and 1 UM submitted their applications after the application deadline.

12 candidates were interviewed which included 3 WM, 7 AAIAHNPI(M), and 2 AAIAHNPI(F).

The selected WM candidate has a Ph.D. in electrical and computer engineering who has done extensive research on data security and privacy preservation. He has experience teaching on the collegiate level and is still actively involved in research and scholarship.

### **Assistant Professor of Public Health**

**1 WF Hired**

**Position Summary:** The Department of Health Sciences and Nursing is seeking a Tenure-Track Assistant Professor in Public Health, whose primary teaching responsibilities will include courses in Descriptive and Analytic Epidemiology, Public Health Research Methods, and foundational liberal arts courses in the Health Sciences including Introduction to Public Health. The teaching load is four (4) courses per semester. Inherent to this position are the following expectations: (1) Excellence in teaching (preferably in a Liberal Arts setting), (2) The establishment of a research program involving undergraduate students; (3) Academic advising and (4) Service to the Department, the School of Arts and Sciences, the University, and the community.

**Qualifications:** Earned Ph.D., DrPH., or equivalent research doctorate degree in a Public Health or a related discipline or a terminal academic or professional degree (e.g., MD, JD) in another discipline or profession and an MPH from an accredited institution. A background in teaching undergraduate public health courses is preferred. Candidates must demonstrate excellent communication skills (written and oral) and excellent analytical skills. The successful will display an aptitude for teaching a

diverse population of undergraduate students in support of the mission of a public liberal arts institution. In addition, we are seeking examples of a commitment to diversity and equity. Finally, evidence of scholarly work or the potential for scholarship is expected. A.B.D. will be considered with a doctoral degree completion date on or before August 2024.

**Recruitment activities** included advertisement on the ECSU website, HigherEdJobs.com, the Chronicle for Higher Education, Connecticut Public Health Association (CPHA), Public Health Jobs Website, Society for the Analysis of African American Public Health Issues (SAAPHI), and Society of Advancement of Chicanos/Hispanics & Native Americans in Science (SACNAS).

28 applicants applied for the position which included 5 WM, 3 WF, 5 BM, 2 BF, 4 AAIAHNPI(M), 6 AAIAHNPI(F), 1 TF, 1 UM, and 1 UF.

7 candidates were interviewed which included 1 WF, 2 BM, 1 AAIAHNPI(M), and 3 AAIAHNPI(F).

The selected WF **goal candidate** has a DrPH in environmental and occupational health, a master's degree in environmental health sciences, and an undergraduate degree in microbiology. She has experience as a clinical project researcher and has experience teaching on the collegiate level. The candidate is well-published and continues to be involved in research and scholarship.

### **Assistant Professor of Nursing – 2 Positions**

**2 WF Hired**

**Position Summary:** Eastern Connecticut State University, Department of Health Sciences & Nursing is seeking a full-time, 10-month, Nursing Tenure Track Professor. The ideal candidate will encourage students to pursue innovative ways to advance nursing practice and contribute to the creation of a center of excellence for baccalaureate-prepared nurses through a supportive and collaborative learning environment. Our teaching opportunities are primarily in Fundamentals, Adult Health, Pediatrics, Maternal-Infant Health, Psychiatric Nursing, Geriatrics, and Evidence-Based Research. Faculty Members also serve the department through curriculum development, nursing and health science research, program and student evaluation, academic advising, participation in professional service activities, and clinical/laboratory teaching.

**Qualifications:** All applicants must possess a current nursing licensure in the State of CT by the date of hire. All applicants must have an advanced degree in Nursing (MS, DNP, or Ph.D.). A doctorate in a related field is acceptable if an applicant has an MS in Nursing. Five years of clinical practice experience in the relevant clinical area. Previous teaching experience in an institution of higher education. Excellent communication and collaboration skills along with interpersonal relationship strategies. Demonstrated ability to contribute through scholarship, teaching, and/or public engagement to the diversity and excellence of the learning experience. Completion of required health indicators (MMR titers, TB status, Hepatitis B, and others as required by clinical-agencies) and CPR at the time of employment. Experience with integrating technology into instruction and/or conducting online instruction.

**Recruitment activities** included advertisement on the ECSU website, HigherEdJobs.com, the Chronicle for Higher Education, Connecticut Nurses Association, American Academy of Colleges of Nursing.

4 applicants applied for the position which included 4 WF.

Because the WF goal was already reached with another assistant professor hire, there were no goal candidates in this limited pool of applicants.

3 candidates were interviewed which included 3 WF.

A selected WF candidate has a doctoral degree in Nursing Education, a master's degree in Clinical Education in Nursing, and an undergraduate degree in Nursing. She has practical nursing experience from various hospitals and also has collegiate teaching experience at various higher education institutions. Not only is the candidate a certified nurse in the State of Connecticut, but she also holds various medical and nursing certifications within the field.

A selected WF candidate has a Ph.D., Masters, and undergraduate degree in Nursing. She has 20+ years of collegiate/academic teaching experience from various institutions of higher education and has also served as the Dean of various Colleges of Nursing throughout the country. She holds nursing licensure in several states and is considered a scholar-practitioner in the field of Nursing. She remains active in research and scholarship and has numerous publications in the field.

### **Assistant Professor of Psychological Sciences**

**1 WM Hire**

**Position Summary:** The Department of Psychological Science is pleased to announce a tenure-track Assistant Professor position beginning in August 2024. This position requires teaching courses in neuropsychology (e.g., Human Neuropsychology, Sensation & Perception), the department's Research Methods sequence (Behavioral Science Statistics, Research Methods I & II) as well as meeting other departmental needs (e.g., General Psychology, courses in the University's liberal Arts Core, and in the candidate's specialty area). Candidates should demonstrate potential for teaching excellence at the undergraduate level, especially with first-generation students. Those willing to mentor students in their research and contribute to the Department's Diversity, Equity, and Inclusion initiatives are encouraged to apply. On-campus research opportunities are limited to human participants only. Candidates will be expected to contribute to the service needs of the Department and University.

**Qualifications:** PhD in Psychology, Neuroscience, or related field (ABD considered).

**Recruitment activities** included advertisement on the ECSU website, HigherEdJobs.com, the Chronicle for Higher Education, American Psychological Association, Association for Psychological Science, Association of Black Psychologists, Society of Indian Psychologists, and the Asian American Psychological Association.

4 applicants applied for the position which included 2 WM, 1 WF, and 1 HM.

Because the WF goal was already reached with another assistant professor hire, there were no goal candidates in this limited pool of applicants.

2 candidates were interviewed which include 1 WM and 1 HM.

The selected WM candidate has a Ph.D. in Experimental Psychology and has over five years of experience teaching at the collegiate level. He has extensive publications and presentations and remains active with research and scholarship within the field.

### **Assistant Professor of Finance**

**1 AAIANHNPI(F) Hired**

**Position Summary:** Eastern Connecticut State University is seeking to hire an assistant professor in Finance starting in August 2024. Position requires a strong commitment to teaching excellence, scholarship, student advisement, and university and community service. Eastern is especially interested in faculty with demonstrated innovation and excellence in teaching in a liberal arts curriculum, and sensitivity to diverse populations and perspectives.

**Qualifications:** A Ph.D. in Finance from an accredited institution or an ABD with expected graduation by May 2024 is required. Candidates in all fields considered but those who have expertise in derivatives, behavioral finance, investments, portfolio management, and corporate finance are strongly encouraged to apply. Must have undergraduate teaching and advising experience and experience with undergraduate finance courses within their area of expertise and serving a diverse student body including other majors within the College of Business. Experience with finance technology applications and a willingness to contribute to innovations in the Finance curriculum with departmental colleagues is a plus.

**Recruitment activities** included advertisement on the ECSU website, HigherEdJobs.com, the Chronicle for Higher Education, American Finance Association (AFA), and the Finance Management Association (FMA) Career Center.

86 applicants applied for the position which include 15 WM, 1 WF, 6 BM, 1 BF, 47 AAIANHNPI(M), and 16 AAIANHNPI(F).

7 of the 86 applicants were goal candidates which included 6 BM and 1 BF (the WF goal was previously achieved with another Assistant Professor hire). 1 BM only had a master's degree (no Ph.D.), 2 BM Ph.D. was not in finance as required, 1 BM only had experience in insurance (not finance), and 1 BF did not have higher education teaching or advising experience as required.

11 candidates were interviewed which included 2 BM, 7 AAIANHNPI(M), and 2 AAIANHNPI(F).

Although 2 BM candidates were interviewed, it was learned after their interviews that their Ph.D. degrees were not from accredited institutions.

The selected AAIANHNPI(F) has a Ph.D. in Finance, a master's degree in Economics, a master's degree in Finance, and an undergraduate degree in Financial Engineering. She has several years of experience teaching on the collegiate level and has published and presented in the field of Finance. She is also the recipient of numerous awards and honors and maintains several certifications in the field of Finance. She is also versed in several software applications related to the field.

### **III. Category: Professional Non-Faculty**

**Hiring Goals:** 7 WF, 1 HM, 2 AAIANHNPI(M), 4 AAIANHNPI(F), and 1 TM.

**Hired:** 4 WM, 5 WF, 2 BM, 4 BF, 1 HF, 1 AAIANHNPI(M), and 1 TM.

**Achieved:** 5 WF and 1 AAIANHNPI(M) goals were achieved.

**Assistant Director of Field Education & Special Programs**

**BF Hired**

**Position Summary:** full-time administrative position in a CSWE accredited undergraduate social work program. The program is seeking candidates with effective administrative and community organizing skills to coordinate the internship experience for the social work program as well as develop and manage special programs.

**Qualifications:** The candidate should have an MSW with strong administrative skills and a minimum of three years post graduate experience in higher education, teaching in undergraduate/graduate programs and/or working in field education or other related social work supervisory and practical experience.

**Recruitment activities** included advertisement on the ECSU website, HigherEdJobs.com, the Chronicle for Higher Education, National Association of Social Workers, and internal SUOAF Union posting.

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

5 of the 13 applicants were goal candidates. 2 WF did not meet the minimum requirement of having three years of experience.

5 candidates were interviewed which included 3 WF, 1 BM, and 1 BF.

Although 3 WF were interviewed, 1 WF withdrew her candidacy after the interview process and 2 WF did not demonstrate a depth of knowledge or understanding related to field placement/education supervision and practical experience cultivation during their respective interviews.

The selected BF has a Doctor of Social Work (DSW) degree, a Master of Social Work (MSW), and a Bachelor of Social Work (BSW). She has collegiate teaching experience after having taught at several institutions of higher education. She has also served as the field placement coordinator at another institution. She holds several clinical certifications and is the recipient of several awards within the field.

**Assistant Director of Opportunity Programs**

**1 BM Hired**

**Position Summary:** The Assistant Director directs the day-to-day support services for UOP 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. Maintains current and extensive knowledge in best practices for strategies that promote the success of under-served students (e.g., academically under prepared, first generation, lower income, undocumented, foster students, etc.). Coordinates collaborative services with colleagues to help UOP students accomplish academic and career goals. Works closely with Financial Aid to coordinate financial aid services for UOP students. Represents the Director, as

directed, in his/her absence. May involve occasional work in the evenings and/or weekends. Performs other duties and responsibilities related to those enumerated above which do not alter the basic level and responsibilities of the position.

**Qualifications:** Required qualifications include: 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. Experience coordinating residential summer transition or orientation programs preferred. 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. The qualifications may be waived for individuals with an equivalent combination of education, training, and experience.

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

35 applicants applied for the position which included 3 WM, 9 WF, 7 BM, 5 BF, 5 HM, 5 HF, and 1 AAIANHNPI(F).

15 of the 35 applicants (9 WF, 5 HM, and 1 AAIANHNPI(F)) were goal candidates. 9 WF, 3 HM, and 1 AAIANHNPI(F) did not have the minimum required three years of experience working with underserved students. 2 HM submitted incomplete applications and did not supply the needed information when requested to do so.

5 candidates were interviewed which included 3 BM and 2 HF.

The selected BM candidate has a Ph.D. in Learning, Leadership & Educational Policy and has 10+ years of higher education experience (specifically working with underserved and underrepresented student populations. He was previous the Assistant Director of GEAR-UP which is a federally funded program for underserved youth and he also has collegiate teaching experience.

### **Senior System Administrator**

**1 WM Hired**

**Position Summary:** The incumbent of this position is responsible for supporting the research, design, implementation and operation of the ECSU enterprise computing infrastructure, including servers, storage devices and related products with an installed or embedded Windows or Linux family of operating systems.

**Qualifications:** Bachelor's degree in Computer Science, Information Technology, Computer Networking or a related subject. Five years of demonstrated experience with the planning, installation, and operation of enterprise grade servers and infrastructure and Storage Area Network products. Five years of demonstrated experience with the planning, installation and operation of virtualized server environments. Demonstrated ability to write and debug scripts using a variety of languages and tools. One year of demonstrated experience overseeing junior staff. Excellent oral and written communication skills. Credentials and/or experience substantially comparable to the above may also be considered.



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

19 applicants applied for the position which included 11 WM, 3 BM, 1 BF, 2 AAIANHNPI(M), 1 AAIANHNPI(F), and 1 UM.

3 of the 18 applicants (2 AAIANHNPI(M) and 1 AAIANHNPI(F)) were goal candidates in addition to 1 UM. 1 AAIANHNPI(M) did not have the minimum required five years of experience. 1 AAIANHNPI(M) and 1 UM did not have the minimum required one year of experience supervising junior staff, and 1 AAIANHNPI(F) did not have experience with the full range of programming and server network environments required.

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

The selected WM has a bachelor's degree in computer science and has previously worked as a System Administrator, a System Engineer, a Network Administrator, and other related positions. He has experience with a wide range of programming, networking, and data storage environments and is well-versed with hardware, software, operating systems, and virtualizations.

### **Institutional Research Specialist**

### **1 AAIANHNPI(M) Hired**

**Position Summary:** Performs data analysis and facilitates the long-range planning and program assessment processes of the University. Provides analytic, statistical and report generating support including assessment/evaluation, data extraction, and analysis; creates, maintains and documents statistical and reporting software programs and develops web-based data collection and reporting mechanisms to support the institution's research and planning programs .

**Qualifications:** Bachelor's degree is required, with 4 years of experience in institutional research or relevant areas; professional experience with Banner, data management, and analysis; knowledge of STATA or other similar statistical packages (SPSS, R, SAS), and knowledge of SQL or python.

**Recruitment activities** included advertisement on the ECSU website, HigherEdJobs.com, the Chronicle for Higher Education, North East Association for Institutional Research (NEAIR), Connecticut Association for Institutional Research (ConnAIR), Indeed.com, LinkedIn, and internal SUOAF Union posting.

36 applicants applied for the position which included 12 WM, 2 WF, 1 BM 1 HM, 1 HF, 7 AAIANHNPI(M), 10 AAIANHNPI(F), and 2 UM.

4 candidates were interviewed which included 1 WM, 1 WF, and 2 AAIANHNPI(M).

The selected AAIANHNPI(M) **goal candidate** has a master's degree in Applied Analytics and has worked in the data analytics field for the past five years. He has experience with various analytical and reporting software and has certifications in data security.

## **Programmer Analyst**

**WF Hired**

**Position Summary:** Independently performs a full range of tasks in applications development. Design, program, test, implement and develop new systems as required by the University. Maintains administrative areas data files, computer programs, systems and reports associated with those areas.

**Qualifications:** Bachelor's degree in Computer Science, Mathematics or a related area, and three or more years of professional experience in applications programming emphasizing knowledge of programming in C or C++ and web development tools such as HTML, XML, Java, or Perl on Unix or similar platform. Knowledge of relational databases such as Oracle, desktop environment systems, and project life cycle development. Master's degree preferred. Ability to meet skill set requirements. These qualifications may be waived for individuals with appropriate experience.

**Recruitment activities** included advertisement through internal SUOAF Union.

1 WF applicant applied for the position.

The selected WF **goal candidate** was chosen via SUOAF Contract article 10.2.1 which indicates employees who are employed at the Administrator-1 rank, may be advanced to a higher rank after one year of successful work performance as a trainee. The selected WF has a master's degree in Applied Data Science and has previous experience as an instructional technologist. She is familiar with coding, scripts, and other programming skills required for the position.

## **Career Counselor**

**1 WF Hired**

**Position Summary:** Under the supervision of the Director of Career Services or designee, the Career Counselor will provide individual career counseling to students and alumni; create and deliver workshop presentations; and provide office operations support. In addition, this individual will be responsible for maintaining student records, providing follow-up correspondence and related student services.

**Qualifications:** A bachelor's degree and experience in university career services/counseling/college relations/human resources is required. Demonstrated ability to relate effectively to students, faculty, staff and external organizations. These qualifications may be waived for individuals with appropriate alternate experience.

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

67 applicants applied for the position which included 8 WM, 29 WF, 6 BM, 3 BF, 1 HM, 10 HF, 3 AAIAHNPI(F), 1 TM, 1 TF, 3 UM, and 2 UF.

6 candidates were interviewed which included 4 WF, 1 HF, and 1 AAIAHNPI(F).

The selected WF **goal candidate** has a bachelor's degree in resource planning & management and has worked in higher education for 10+ year. She has also worked in career services for several years and is familiar with career counseling, programming, and presenting. She is also versed with various technology used within the career development field.

## **Program Assistant for Student Employment**

**WF Hired**

**Position Summary:** Works with the Associate Director in the overall administration and operation of the student employment office. Duties include processing student employee records in CORE-CT, hiring, training, and supervising staff, organizing files and maintaining student records, and responding to employment verification requests.

**Qualifications:** Bachelor's degree and at least one (1) year of professional experience in a university or closely related setting. Effective communication skills and confidence interacting with various constituencies. Excellent organizational, time management, and problem-solving skills. Demonstrated ability to learn new software. Experience working both independently and as part of a team.

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

37 applicants applied for the position which included 4 WM, 19 WF, 2 BF, 1 HM, 6 HF, 1 AAIAHNPI(M), 1 AAIAHNPI(F), 1 TM, and 2 TF.

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

The selected WF **goal candidate** has a master's degree in organizational in secondary education and has the requisite 1 year experience in higher education. She is familiar with CORE-CT, Banner, and other software applications utilized within the office. She also has clerical experience from previous positions held and is familiar with the operation of the Student Employment Office.

## **Associate Director of Athletics**

**WF Hired**

**Position Summary:** Under supervision of the Director of Athletics, the Associate Director is responsible for the overall direction and development of programs that support the success of our student-athletes. The Associate Director of Athletics will help to establish policies and procedures and will provide direction and leadership to the Department. In the absence of the Director of Athletics, the individual will serve as the athletics lead on all internal and external matters. Student-athlete development is a core responsibility of this position. Educational programming, assisting with academic mentoring, and serving as the SAAC advisor are examples of positional expectations. The Associate Athletics Director will oversee and review eligibility of student-athletes, provide compliance training for coaches, and ensure NCAA compliance directives are completed. The individual will serve as a primary contact with several campus constituents, including facilities, the academic success center, and the conduct office. The Associate will manage and advise individuals who direct Club and Recreational Sports.

**Qualifications:** Master's degree required; 5-7 years' experience in athletic administration; Proven ability to build strong relationships with student-athletes; Experience as a collegiate coach; Previous oversight of athletic programming; Ability to work independently; Proven leadership in an administrative role; Knowledge and support of DIII rules, regulations, and philosophy

**Recruitment activities** included advertisement on the ECSU website, HigherEdJobs.com, National Collegiate Athletics Association (NCAA), National Association of Division III Athletic Administrators (NADIIIAA), Minority Opportunities in Athletics Association (MOAA), Indeed.com, LinkedIn, and internal SUOAF Union posting.

95 applicants applied for the position which includes 41 WM, 14 WF, 22 BM, 2 BF, 4 HM, 4 HF, 2 AAIANHNPI(M), 1 TM, 1 TF, 2 UM, and 2 UF.

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

The selected WF **goal candidate** has a master's degree in kinesiology and has been professionally involved with collegiate athletics for the past 10+ years. She has served as a head coach, an assistant director, and an operations director. She is knowledgeable about NCAA regulations pertaining to compliance and academic performance and is familiar with all aspects of Division III athletics.

### **Academic Advisor**

**WF Hired**

**Position Summary:** Responsible for assisting in coordination of advising services and academic support programs and for providing academic advising to undergraduate students.

**Qualifications:** Bachelor's degree required. Master's degree preferred. Experience in the development and delivery of academic and learning support services in higher education preferred. Excellent written, oral, and presentation skills, and technological competence. A commitment to fostering student success and the ability to relate well to a diverse student population.

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

66 applicants applied for the position which include 14 WM, 29 WF, 2 BM, 5 BF, 1 HM, 7 HF, 1 AAIANHNPI(M), 4 AAIANHNPI(F), 1 TM, 1 TF, and 1 UF

5 candidates were interviewed for the position which included 3 WF and 2 BM.

The selected WF **goal candidate** has a master's degree in student development in higher education and a bachelor's degree in psychology. She has worked as an admissions counselor, career counselor, and an academic advisor in the past and has over 15 years of experience in higher education. She has participated in several professional development opportunities to stay abreast in the field and has presented a variety of workshops related to student success.

### **Assistant to the Director of Financial Aid - 3 Positions**

**2 BF and 1 TF Hired**

**Position Summary:** (1) Maintains current knowledge of financial aid regulations, policies and procedures and effectively and efficiently serves an assigned group of student aid applicants and their parents. (2) Advises students about financial aid eligibility, application procedures, aid programs, costs, indebtedness and money management (3) Collects and analyzes financial data of students and parents to determine aid eligibility and make awards within federal, state and institutional guidelines. (4) Evaluates special circumstances documentation or information provided

by the student and exercises judgment in making adjustments to costs, expected. family contribution, need or dependency status as exceptions. (5) Assists in the preparation and presentation of financial aid and financial literacy information for various campus groups, high school students and parents, workshops and recruitment sessions. (6) Analyzes financial aid system data such as grades, credits attempted and earned, enrollment or award status in order to verify continued eligibility, compliance with regulations and/or return of Title IV aid. (7) Assists office staff with components of the day-to-day implementation of financial aid program activities with or without the support of other staff in order to contribute to the efficient and effective operation of the Financial Aid Office. These activities may include, but are not limited to aid program administration, communications, academic progress, scholarships, compliance, client services, funds reconciliation, Banner process completion, outreach and process improvement. (8) Performs other duties and responsibilities related to those enumerated above that do not alter the basic responsibility of the position.

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

**Recruitment activities** included advertisement on the ECSU website, HigherEdJobs.com, Black in HigherEd, Hispanics in HigherEd, Connecticut Association of Professional Financial Aid Administrators (CAPFAA), National Association of Student Financial Aid Administrators (NASFAA), Indeed.com, LinkedIn, and internal SUOAF Union.

28 applicants applied for the position which include 7 WM, 11 WF, 2 BF, 1 HM, 2 AAIAHNPI(M), 2 AAIAHNPI(F), 1 TM, and 2 TF.

17 of the 28 applicants were goal candidates (11 WF, 1 HM, 2 AAIAHNPI(M), 2 AAIAHNPI(F), and 1 TM). 8 applicants (6 WF, 1 AAIAHNPI(M), and 1 TM) did not have an earned bachelor's degree at the time of application. 1 HM and 1 AAIAHNPI(F) submitted an incomplete application and did not provide missing information upon request. 6 applicants (4 WF, 1 AAIAHNPI(M), and 1 AAIAHNPI(F)) did not have the minimum required 1-2 years of higher education experience. 1 WF withdrew her application from the search due to receiving another opportunity.

6 candidates were interviewed for the position which included 2 WM, 3 BF, and 1 TF.

The selected BF candidate has a bachelor's degree and has not only worked in a financial aid office at another institution, but she has also worked as a job coach, and fiscal analyst. She is familiar with the software applications utilized in financial aid and is well versed in regulatory compliance and financial literacy counseling.

The selected BF candidate has a bachelor's degree and has three years of experience working as a program manager for a non-profit college-access/preparatory program. She is familiar with counseling students regarding the FAFSA and scholarships and has knowledge of financial aid operations and eligibility.

The selected TF candidate has a bachelor's degree in accounting and has previously worked in a financial aid office. She has experience as a tax preparer and has knowledge of assessing Title IV eligibility. She also knowledgeable of Banner and other software application software used in the financial aid field.

### **Coordinator of the Intercultural Center**

**BM Hired**

**Position Summary:** Under the supervision of the Vice-President for Student Affairs or designee, the incumbent is responsible for managing the Arthur L. Johnson Intercultural Center, supporting and retaining underrepresented student populations, and developing and overseeing programming efforts that promote a welcoming environment and positive experience for students from diverse backgrounds and nationalities. Specific activities include (a) needs assessment, (b) collaboration with various university departments as well as external community organizations to plan and implement collaborative programs and events, (c) promotion and marketing of activities, and (d) program evaluations.

**Qualifications:** Master's Degree required in Student Personnel, Counseling, Higher Education, or related field. Four years of experience in the student affairs field related to multicultural programming and considerable knowledge and experience regarding the concerns of underrepresented populations; demonstrated ability to work collaboratively with students, staff, and faculty in promoting diversity and inclusivity initiatives; understanding of social identity development, and the impact of multiple identities is preferred. Excellent presentation, training, counseling, communication, and programming skills and a commitment to academic and inclusivity excellence are essential.

Recruitment activities included advertisement on the ECSU website, , HigherEdJobs.com, National Association of Student Personnel Administrators (NASPA), National Conference on Race & Ethnicity (NCORE), Latinos in Higher Education, Indeed.Com, LinkedIn, and internal SUOAF Union.

40 applicants applied for the position which include 2 WM, 8 WF, 5 BM, 8 BF, 4 HM, 7 HF, 2 AAIAHNPI(F), 1 TM, and 3 TF.

7 of the 40 applicants were goal candidates (since the 7 WF goal has already been met with other hires and promotions) which included 4 HM, 2 AAIAHNPI(F), and 1 TM. 5 applicants (3 HM, 1 AAIAHNPI(F), and 1 TM) did not have the minimum required four years of experience in Student Affairs. 1 HM withdrew from the search prior to the interview due to another job opportunity. 1 AAIAHNPI(F) did not have experience with presenting, training, and programming.

3 candidates were interviewed which included 1 BM, 1 HF, and 1 TF.

The selected BM has a master's degree in organizational leadership and has been in various leadership roles in multicultural affairs at several institutions of higher education for over five years. He has experience with training, presentations, programming, and providing student support services. He has also implemented several multicultural initiatives at the institutions he has worked.

## **Customer Support Center Assistant**

**1 WM Hired**

**Position Summary:** The Customer Support Center Assistant supports a help center for users of voice systems, PCs, Network and various applications in the Information Technology Department of the University.

**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 required. Excellent communication and customer service skills are also necessary.

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

4 applicants applied for the position which include 1 WM, 1 WF, 1 HM and 1 HF.

2 of the 4 applicants (1 WF and 1 HM) were goal candidates and were interviewed.

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

Although interviewed, it was discovered during the interview process that 1 WF did not have experience with PC applications as required (only experienced in web-design) and 1 HM did not have the required two years of experience in a technical field (only experienced in public safety).

The selected WM has a bachelor's degree and has worked as a part-time help desk assistant for 5+ years. He is familiar with the various PC applications used throughout campus as well as phone systems, network systems, and hardware systems.

## **Network Administrator**

**WM Hired**

**Position Summary:** Under general supervision, the Network Administrator implements and maintains moderately complex TCP/IP routing, switching, communications, and security components incorporated in the University's enterprise computing infrastructure. This includes researching and recommending new hardware, software, and management tools to enhance service quality.

**Qualifications:** Bachelor's degree in computer science or related area. Minimum of three years of experience with responsibilities involving installation, configuration, administration, maintenance, and support of at least two enterprise-level service/management applications or infrastructure components including computer systems, database, network, telecommunication, storage, messaging, disaster recovery, security, and data center. Familiarity with two or more operating systems. Experience in the installation and support of production environments utilizing virtualization technologies. Demonstrated hands-on experience with IP Networking, Cisco IOS, Cisco NXOS, and Cisco wireless controllers, routing protocols, BGP, OSPF, drop repairs, wiring, cabling and fiber. Familiarity with two or more of the following technologies: DNS, RADIUS, DHCP, VOIP, SNMP, wireless networking, Firewalls, Cisco Prime Infrastructure and ISE, Cisco DNA, SIEM & IPAM. Working knowledge of Microsoft Windows operating systems and Red Hat

Enterprise Linux. Cisco CCNP certification or equivalent work experience. Experience working in a team environment.

**Recruitment activities** included posting internally through the SUOAF Union.

1 WM applicant applied for the position.

None of the applicants were goal candidates.

1 WM candidate was interviewed.

The selected WM was chosen via SUOAF Contract article 10.2.1 which indicates employees who are employed at the Administrator-1 rank, may be advanced to a higher rank after one year of successful work performance as a trainee. The selected WM has a bachelor's degree in business information systems. He has over four years of experience working in the networking unit of the University's Information Technology Services Division. He is familiar with the wireless network infrastructure, the Data Center, LAN controllers, and telecommunication technologies.

### **Residence Hall Director – 3 Positions**

**1 WM, 1 BF, and 1 HF Hired**

**Position Summary:** Reporting to the Director of Housing and Residential Life or their designee, the Residence Hall Director is responsible for providing a supportive living and learning environment for students at the University while working cooperatively in the selection, training, supervision, and evaluation of student staff members. The successful candidate must be able to demonstrate success working with college students with a progressive and educational focus. This is a 10-month live-in position.

**Qualifications:** A bachelor's degree and 2 years of relevant Residential Life or Student Affairs experience is required along with the ability to relate effectively to resident college students and staff. A master's degree is preferred. These qualifications may be waived for individuals with appropriate alternate experience.

**Recruitment activities** included advertisement on the ECSU website, HigherEdJobs.com, Diverse Issues in Higher Education, Connecticut Association for Latinos in Higher Education (CALAHE), Indeed.com, LinkedIn.com, and internal SUOAF Union.

62 applicants applied for the position which include 12 WM, 13 WF, 7 BM, 9 BF, 5 HM, 6 HF, 1 AAIAHNPI(M), 2 TF, 3 UM, and 4 UF.

6 of the 55 applicants were goal candidates (since the 7 WF goal was already achieved through other searches and promotions). In addition, there were 3 UM and 4 UF who applied. 5 HM, 3 UM, and 2 UF candidates submitted their applications after the application deadline after offers had been extended. These candidates would be considered if extended offers were declined. 1 AAIAHNPI(M) and 2 UF withdrew from the search after the interview due to other job opportunity.

10 candidates were interviewed which included 2 WM, 3 WF, 2 BF, 2 HF, and 1 AAIAHNPI(M).



The selected WM has a master's degree in student development in higher education and has 3+ years of experience in Student Affairs and Residential Life. He is well versed at programming, budget management, and learning communities. He is also knowledgeable about various technology used throughout the department.

The selected BF has a master's degree in early childhood education and has 4+ years of experience in Student Affairs and Residential Life. She is knowledgeable about staff supervision, programming, student conduct, and facilities management. She is also experienced working with diverse student populations.

The selected HF has a master's degree in integrative biological diversity. She has 2+ years of experience in Student Affairs and Residential Life. She is passionate about building inclusive communities and is well versed in crisis management, budgeting, programming, and staff supervision.

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

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

**Hired:** 2 WF and 1 BF.

**Achieved:** No goals were achieved in this category for 2024-25.

#### **Payroll Clerk**

**1 BF 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.

21 applicants applied for the position which includes 2 WM, 8 WF, 2 BM, 4 BF, 1 AAIANHNPI(F), 1 TM, 1 TF, and 2 UF.

4 of the 19 applicants are goal candidates. 4 candidates (2 WM and 2 BM) did not have the minimum requirement of 1 year of experience in payroll preparation. The unknown candidates self-identified as female and only male candidates would meet a goal.

5 candidates were interviewed which included 2 WF, 2 BF, and 1 AAIANHNPI(F).

The selected BF has an associate's degree in accounting and has experience with payroll through her previous role as a Human Resources administrative assistant. She is familiar with HRIS and is familiar with the State of Connecticut payroll processing procedures.

### **Secretary 2 – Communication, Film, & Theater and Music Depts.**

**1 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. **Preferred knowledge, skills, and abilities:** Experience with Windows operating system, Office 365, Banner, AdobeSign, and Acrobat, Sharepoint, and Power Automat. Familiarity assisting with purchasing and travel documents as well as planning public events. Must have a willingness and curiosity to learn, and an understanding for arts and technology departmental need.

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

21 applicants applied for the position which includes 1 WM, 16 WF, 2 BF, 1 HM, and 1 AA/IANHNPI(F).

2 of the 21 applicants were goal candidates. 2 candidates (1 WM and 1 HM) did not have the minimum requirement of 1 year of clerical experience at the Secretary 1 level nor did they have the preferred knowledge, skills, and abilities of being familiar with purchasing and travel documents.

1 WF was interviewed. [2 other WF were offered interviews, but one never replied to several attempts to schedule interview and one withdrew due to health concerns.]

The selected WF has 6+ years of clerical experience and is familiar with multiple software applications, web-design, as well as travel and purchasing documents. She has experience with event planning and working in a fast-paced environment.

### **Administrative Assistant – Public Safety**

**1 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 Public Safety 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.

235 applicants applied for the position which includes 12 WM, 136 WF, 32 BF, 1 AAIANHNPI(M), 14 AAIANHNPI(F), 3 TM, 27 TF, and 10 UF

12 of the 225 applicants were goal candidates. 9 WM had incomplete applications and did not complete the referral/qualification questions provided by DAS. 3 WM did not meet the minimum requirements of having at 4 years of clerical experience (one of which must have been at the Secretary-2 level). The 10 unknown candidates self-identified as female and only male candidates would meet a goal.

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

The selected WF has 19 years of experience in various clerical roles. She also served for four years as the town clerk for a local municipality. She has experience working with public safety and is well versed with all aspects of office management, office technology, and customer service.

## **V. Tech/Paraprofessional**

**Hiring Goals:** 1 WF

**Hired:** No hiring was completed in this category during 2024-25.

**Achieved:** No goals were achieved due to no hiring in this category in 2024-25.

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

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

**Hired:** 2 WM, 1 HM, and 1 TM

**Achieved:** 1 TM

## **Qualified Craft Worker/Auto Mechanic**

**1 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, the DAS JobsApp website, and the CSCU-System Office website.

19 applicants applied for the position which include 16 WM, 1 HM, and 2 TM.

None of the candidates were goal candidates since the TM goal was achieved through another search.

1 WM was interviewed based on DAS regulations that gives preference to current State of Connecticut employees.

The selected WM transferred to ECSU from another State agency. He has 10+ years of experience as a QCW-Auto Mechanic and maintains several ASE certifications. He also has exemplary service ratings in his last three performance evaluations.

### **Maintenance Supervisor 2 – Grounds**

**1 HM Hired**

**Position Summary:** The maintenance supervisor 2 is accountable for supervising a crew of highly skilled trades workers (Qualified Craft Workers and General Trades Workers) and skilled workers (Skilled Maintainers) but not solely Skilled Maintainers unless they are on a grounds crew and other lower level employees. Incumbents of this classification should have full proficiency in the technical aspects of their trade 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:** Six (6) years of experience in grounds maintenance. Four (4) years of the General Experience must have been performing skilled tasks in grounds care. For state employees this experience is interpreted at the level of a Skilled Maintainer. A minimum of one (1) year of experience as a supervisor at a lower level is also required.

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

56 applicants applied for the position which include 35 WM, 2 WF, 4 BM, 2 HM, 2 HF, 1 AAIANHNPI(M), 8 TM, and 2 UM.

10 of the 54 applicants were goal candidates in addition to 2 UM. 8 TM, 1 WF, and 2 UM did not have the minimum requirement of 6 years in grounds maintenance. 1 WF did not have the minimum requirement of 1 year of experience as a supervisor.

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

The selected HM has 10+ years of experience in grounds, field maintenance, and snow removal. He has previously served as a supervisor and had exemplary reviews from his references.

### **Qualified Craft Worker/Electrician**

**1 TM 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, the DAS JobsApp website, and the CSCU-System Office website.

12 applicants applied for the position which include 8 WM, 1 BM, 1 HM, and 2 TM.

1 TM was interviewed based on DAS regulations that gives preference to current State of Connecticut employees as well as a stipulated agreement with the CT-CEUI Union.

The selected TM **goal candidate** has 10+ years of experience as an electrician and currently works at another State agency. He maintains the required certifications and licensures and has good service ratings on past performance evaluations.

### **General Trades Worker**

**1 WM 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, the DAS JobsApp website, and the CSCU-System Office website.

17 applicants applied for the position which include 15 WM, 1 BM, and 1 HM.

None of the applicants are goal candidates.

2 WM candidates were interviewed [all other applicants did not meet minimum qualifications].

The selected WM meets and exceeds the minimum qualifications for the position. He is well versed in general trades and is familiar with relevant building codes.

### **VII. Category: Protective Services**

**Hiring Goals:** 7 WM and 1 TF

**Hired:** No hiring was completed for this category during 2024-25.

**Achieved:** No goals were achieved due to no hiring in this category for 2024-25.

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

**Hiring Goals:** 29 WM, 3 WF, 1 BM, 1 AAIANHNPI(F), 1 TM, and 1 TF.

**Hired:** 2 WM, 2 WF, and 2 HM.

**Achieved:** 2 WM and 2 WF goals were achieved.

## **Landscape Technician**

**1 HM 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, the DAS JobsApp website, and the CSCU-System Office website.

43 applicants applied for the position which included 30 WM, 2 BM, 7 HM, 1 AAIANHNPI(F), and 3 UM.

31 of the 40 applicants are goal candidates in addition to 3 UM. 8 WM did not meet the minimum qualification of having at least 1 year of experience in plant selection and installation. 15 WM, 1 AAIANHNPI(F), and 3 UM did not meet the minimum qualification of having at least 2 years of general experience in landscape maintenance. 3 WM declined the interview when contacted.

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

3 WM were interviewed and withdrew from the search after the interview. 1 WM declined the position when offered.

The selected HM not only meets and exceeds all minimum qualifications, but he also has large scale landscaping experience. He is familiar with plant selection and installation, landscape and field maintenance, equipment use and repair, and snow removal.

### **Custodian – 5 Positions**

**2 WM, 2 WF, and 1 HM Hired**

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

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

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

**Custodian Search #1 (2 Positions Hired):** had 59 applicants to apply for the position which included 21 WM, 8 WF, 8 BM, 1 BF, 4 HM, 4 HF, 2 AAIANHNPI(M), 2 TM, 5 UM, and 4 UF.

7 candidates were interviewed which included 5 WM and 2 WF.

The selected WF **goal candidate** has 10+ years of custodial experience and previously worked as a school custodian for a local school district. She is familiar with the position, the equipment, and chemicals used as well as the various safety precautions when working in an educational environment.

The selected WF **goal candidate** has 5+ years of custodial experience, most recently in a hospital setting. She is well versed in cleaning techniques, sanitation strategies, and safety protocols. These skills will transfer well to the collegiate campus setting.



**Custodian Search #2:** had 56 applicants who applied for the position which includes 15 WM, 4 WF, 6 BM, 13 HM, 7 HF, 2 AAIANHNPI(M), 2 TM, 6 UM and 1 UF.

6 candidates were interviewed to include 3 WM, 1 WF, 1 HM, and 1 HF. [3 other candidates were scheduled for interviews but, were “no-shows”]

The selected WM **goal candidate** has over 20 years of experience in custodial and cleaning services with particular experiences in floor care. He is familiar with all cleaning strategies, equipment, and safety standards.

**Custodian Search #3 (2 Positions Hired)** had 94 applicants who applied for the position which includes 25 WM, 12 WF, 13 BM, 4 BF, 19 HM, 10 HF, 2 AAIANHNPI(M), 2 TM, 3 UM, and 4 UF.

52 of the 94 applicants are goal candidates. In addition, there were 3 UM and 4 UF who applied. 34 applicants (15 WM, 6 WF, 8 BM, 2 TM, 1 UM, and 2 UF) did not meet the minimum requirements of having at least one year of custodial experience. 8 applicants (1 WM, 3 WF, 2 BM, and 2 UM) could not be reached to schedule their interview. 7 applicants (3 WM, 1 WF, 1 BM, and 2 UF) withdrew their applications when contacted to schedule their interview. 5 applicants (2 WM, 1 WF, and 2 BM) had interviews scheduled but failed to show up. 1 WM was interviewed, was offered, and accepted the position.

11 candidates were interviewed for the position which included 4 WM, 1 WF, 1 BF, 2 HM, and 3 HF.

2 WM and 1 WF were interviewed, but declined the position when offered. 1 WM was interviewed but was not offered position due to recently being terminated from another State agency and having poor performance evaluations.

The selected WM **goal candidate** has over 10 years of experience as a custodian in a local public school district. He is familiar with cleaning procedures and protocols, particularly within an educational facility setting.

The selected HM has over 6 years of custodial experience working on another university campus. He is accustomed to working on a college campus and is knowledgeable about all aspects of cleaning to include proper sanitation techniques, equipment-use, and familiarity of cleaning supplies.

## **SECTION 2: PROMOTIONAL GOALS AND ANALYSIS**

### **I. Category: Executive/Managerial**

**Promotion Goal:** No promotional goals were set for this category

**Promoted:** 1 WM and 1 WF

**Achieved:** 1 WF (achieved a hiring goal since promotional goals were not set for this category)

## **Director of University Relations**

**Promoted WM**

**Position Summary:** Under the supervision of the President or designee, the Director assumes primary responsibility for instituting University relations strategies, supervising comprehensive support services to support all marketing, advertising, public information, public relations, special events, and printing and publication resources and activities for the University and support to the units within the University.

**Qualifications:** A master's degree in an appropriate field is required with three to five years of progressively responsible experience in related areas along with familiarity with all types of media, marketing, publications, and public relations. Public relations in a higher education setting and established media contacts and professional linkages preferred.

1 WM applied for this promotional opportunity through article 10.4.1 of the SUOAF-AFSCME contract/collective bargaining agreement which governs internal searches and promotions.

No goal candidates applied for this promotional opportunity.

1 WM was interviewed for the position.

The selected WM was chosen via SUOAF-AFSCME Contract article 10.4.1. and has a master's degree in digital media and design. He has 5+ years of experience in media relations and has worked in several positions within the public relations industry. He has a specialty in social/digital media relations and also has expertise in marketing. He has served as the Interim Director of University Relations for the past two and has done well supervising the staff and leading the office.

## **Director of Student Center/Activities**

**Promoted WF**

**Position Summary:** Under the supervision of the Vice President for Student Affairs or designee, the Director of Student Center/Activities operates the Student Center in terms of program, budget, policies, staff supervision, training, and maintenance while also advising various components of the University community concerning social and cultural activities. This position also provides advising to various segments of the student government in the areas of leadership skills, organizational processes, student life, budgeting, and expenditure of funds. Performs other duties and responsibilities related to those enumerated which do not alter the basic level of responsibility.

**Qualifications:** A master's degree and five years of experience in University administration, including three years in a student center/University union and the ability to formulate and implement relevant policy and to supervise staff.

3 applicants (2 WF and 1 BM) applied for this promotional opportunity through article 10.4.1 of the SUOAF-AFSCME contract/collective bargaining agreement which governs internal searches and promotions.

2 candidates (1 WF and 1 BM) were interviewed for the position.

The selected WF **goal candidate** was chosen via SUOAF-AFSCME Contract article 10.4.1. and has a master's degree in college student development and has 15+ years of experience in student

activities and student center operations. She has managed large budgets and facilitated major University events and programs. She is also well versed with staff supervision and implementing University policies.

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

**Promotion Goal:** 8 WM, 3 HM, and 4 AAIANHNPI(M)

**Promoted:** 2 WM, 3 WF, 2 HM, and 1 AAIANHNPI(M).

**Achieved:** 2 WM, 2 HM, and 1 AAIANHNPI(M).

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

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

**Promotion Goal:** 7 WF, 1 HF, and 4 AAIANHNPI(M). and 2 AAIANHNPI(M).

**Promoted:** 3 WM, 5 WF, 1 HM, 1 AAIANHNPI(M), and 2 AAIANHNPI(F).

**Achieved:** 5 WF, 1 AAIANHNPI(M), and 2 AAIANHNPI(F).

**5 WF, 1 AAIANHNPI(M), and 2 AAIANHNPI(M) promotional goals were achieved.**

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

**III. Category: Professional Non-Faculty**

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

**Promoted:** 3 WF

**Achieved:** 2 WF (achieved 2 hiring goals since promotional goals were not set for this category)

**Accounting Associate**

**Promoted WF**

**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 is required. At least two (2) years of 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, the Chronicle for Higher Education, Indeed.com, and LinkedIn.

45 applicants applied for the position which included 10 WM, 14 WF, 5 BM, 4 BF, 4 HF, 2 AAIANHNPI(M), 5 AAIANHNPI(F), and 1 TM.

8 candidates (4 WF, 3 BM, and 1 AAIANHNPI(F)) were interviewed for the position.

The selected internal WF **goal candidate** has a bachelor's degree in financial accounting and has a Quickbooks online certification. She has worked in accounts payable departments as well as payroll in the past. She was promoted from within the institution from being a payroll clerk (in the clerical category) to being an accounting associate within the professional non-faculty category.

### **CSU Administrative Assistant**

**Promoted WF**

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

**Qualifications:** Three years of experience as an Administrative Assistant in a higher education setting Experience with various higher education software and adaptability to learn additional programs.

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

34 applicants applied for the position which included 2 WM, 20 WF, 7 HF, 2 AAIANHNPI(M), 2 AAIANHNPI(F), and 1 TF.

3 candidates (2 WF and 1 HF) were interviewed for the position.

The selected internal WF **goal candidate** has a bachelor's degree in communications and has worked in various clerical positions for the past 3+ years. She is experienced with the various software platforms used within the office and is well versed with calendar management, coordinating multiple projects, event planning, assisting with budgets, and working with various constituents. She previously worked at the institution in another department as a Secretary 1 within the clerical category. Her selection for this position represents a promotion as she will advance from a clerical position to a professional non-faculty position.

### **University Relations Business and Communications Coordinator**

**Promoted WF**

**Position Summary:** The Business and Communications Coordinator supports the Director of University Relations in promoting a positive image for the institution and implementing integrated communication strategies aligned with institutional goals. Responsibilities include utilizing market research for decision-making, facilitating presentations on behalf of university administration for both internal and external constituents, monitoring budgets, coordinating staffing resources,

supervising student employees, and providing leadership in University Relations initiatives, as needed.

**Qualifications:** Bachelor's degree in business administration, communications, management, marketing, public relations, or related field. Minimum of three years of experience in marketing, communications, or public relations roles within a higher education setting. Minimum of three years of experience in supervising administrative, clerical, or student employees. Strong writing, editing, and proofreading skills. Proficiency in project management tools and software. Strong attention-to-detail and ability to coordinate complex events or projects.

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

68 applicants applied for the position which include 21 WM, 22 WF, 5 BM, 4 BF, 1 HM, 7 HF, 4 AAIAHNPI(M), 2 AAIAHNPI(F), and 2 TF.

6 candidates (1 WM and 5 WF) were interviewed for the position.

The selected internal WF has a bachelor's degree in management and marketing as well as a graduate certificate in digital media & design. She has 5+ years of experience working in public relations, event coordinating, and marketing all of which have been in a university setting. She is familiar with a variety of publication and marketing software platforms and also has experience with writing and editing. Her selection for this position represents a promotion as she will advance from a clerical position to a professional non-faculty position.

#### **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:** 1 HM

### **Maintenance Supervisor 2**

**Promoted HM**

**Position Summary:** Incumbents in this classification should have full proficiency in the technical aspects of their trade area and should have on-going full-time supervisory responsibilities to include such things as 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. This class is accountable for supervising a large crew (6 or more) of highly skilled trade workers and lower-level employees.

**Qualifications:** Six (6) years of experience in the maintenance and repair of buildings. Four (4) years of the General Experience must have included performing skilled tasks in either the maintenance and repair of buildings.

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

36 applicants applied for this position which included 25 WM, 2 WF, 1 BM, 4 HM, 1 AAIANHNPI(M), and 3 TM.

4 internal candidates (3 WM and 1 HM) were interviewed for the position based on collective bargaining agreement which stipulated internal candidates with requisite qualifications must be considered first.

The selected internal HM has 10+ years of experience in various positions within facilities management. He has served as a custodian as well as within the general trades. He recently served as a material storage supervisor. He is well versed in many areas of operation within facilities management and within the university campus. His selection for this position represents a promotion as he will advance from maintenance category to a skilled craft category position.

**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

<b>SECTION 3: PROGRAM GOAL ANALYSIS</b>
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Goals Set (2024 – 2025)	Responsible Staff	Timetable
(a) In collaboration with the Office of Human Resources, the Office of Equity & Diversity will develop a new employee orientation and onboarding program to ensure employees have smooth and seamless transitions as they begin their employment at Eastern. A component of the program will be the establishment of a work-buddy program.	VP for Equity & Diversity	March 2025
(b) Develop and implement a new employee climate survey to obtain data from new employees regarding their satisfaction with the employee onboarding process. Data	VP for Equity & Diversity	March 2025

collected will help assess whether Eastern is a welcoming, inclusive environment and the feedback will be used to make changes to our onboarding process.		
(c) The Office of Equity & Diversity will develop a more structured method for hires made through the SUOAF internal hiring process to ensure equity and fairness in the hiring process (even for internal candidates).	VP for Equity & Diversity	March 2025

**Program Goals Achieved:**

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

- (a) Despite the change in leadership within the Office of Human Resources, Eastern did pilot a version of new employee orientation. The orientation was offered at the beginning of the academic year and introduced new employees to the various resources, services, and offerings provided to employees by the University. In addition, new employees were provided with checklists of items they would need as they got acclimated to their new roles on campus (i.e. parking passes, IT account, keys, IDs, access cards/fobs, etc.). New employees are also provided information regarding personnel benefits and collective bargaining terms and conditions. They were introduced to key leaders on campus and provided handbooks and resources regarding policies, procedures, and protocols. To supplement the overall new employee orientation, the Center for Teaching Learning & Assessment facilitated a new employee orientation specifically for faculty. This orientation focused on information that was critical for new instructional faculty to know as it pertained to academic policies, academic support services for students, academic accommodations (and relevant compliance laws), instructional technology, classroom management, tenure/promotion process, and concepts pertaining to diversity and inclusion.
- (b) This past reporting year, we developed and introduced a new introductory climate survey that new employees were encouraged to take within the first 30 days of their employment. The climate survey aimed to understand the perceptions and concerns of new employees as they become acclimated to their new work environment. The survey addressed perception of belonging and inclusion within the work department as well as the University as a whole; it assessed the demeanor of colleagues and supervisors; the preparedness of the department to welcome a new employee; the perception of the new employee of the diversity represented on campus; and the overall satisfaction new employees had with their onboarding experience. The data derived from the surveys will be used to improve our onboarding process as well as improve any deficiencies we may have as we strive to promote an inclusive work environment.
- (c) In an effort to develop a structured and fair process when it comes to the internal search process for SUOAF employees, the Office of Equity & Diversity developed a set of procedures and guidelines that must now be followed when conducting an internal search via article 10.4.1 of the SUOAF-AFSCME collective bargaining agreement. Previously, internal searches could be conducted with very little oversight from the Office of Equity &

Diversity. Application scoring rubrics were used at the discretion of the hiring department and search committees were not used. Instead, department heads could conduct interviews on their own and merely consult with their respective vice president regarding who to make offers to. The new process more closely mirrors the process for external searches and are overseen by the Office of Equity & Diversity. Application scoring rubrics are now required, and clear justifications written regarding which candidate(s) are made offers. The new process provides greater checks and balance to ensure impartiality and fairness.

### **Program Summary:**

Goals for hiring and promotion for 2024-25 were achieved by increasing the pool of applicants eligible for hire and promotion. The Affirmative Action program is governed by affirmative action laws, guidelines and policies, and as outlined in section 46a-68-88 of the Affirmative Action regulations. To this end;

- Recruitment efforts continue to be implemented by electronic announcements and the use of the University website, as well as through the online version of state and national publications. The Assistant Director of Human Resources works on advertisements that assist search committees, specifically search chairs were assisted in locating specialized job postings, and publishing all job posting on electronic recruitment systems. New websites have been added as a resource for advertising.
- In addition to recruitment being done through various electronic and print publications, Eastern's use of the JazzHR software also provides for automatic advertisements to be posted in Indeed, Linked-In, Google, Career Jet, My Job Helper, Oodle, Jooble, Sercanto, Talent.com, Flex Jobs, Zip Recruiter, Glass Door, and The Muse.
- 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 2024-2025 promotions occurred in both the unclassified and classified employee category. 2 executive, 20 faculty members and 3 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 the Career Development 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 2024 – 2025, Eastern established limited promotional goals to be filled through upward mobility.

**Subsection (b):**

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

## **Upward Career Mobility Program Guidelines**

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

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

### **WHAT IS AN UPWARD CAREER MOBILITY PROGRAM?**

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

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

### **RESPONSIBILITY**

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

### **COMPONENTS OF AN UPWARD CAREER MOBILITY PROGRAM**

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

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

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

### **TARGET POPULATION**

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

### **Upward Mobility Efforts**

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

- a. The program is open to all classified, maintenance, technical paraprofessional and protective services categories.
- b. Employees in these categories are encouraged to seek counseling and take courses. The following employees have actually taken courses as part of their interest in upward mobility during 2024-25:

Category	Position	Race/Gender	Course
3	Assistant in Business Services	WF	How to Handle Sticky Supervisory Situations
3	Assistant in Business Services	WF	Microsoft Excel – Level 1
3	Assistant in Business Services	WF	Microsoft Excel – Level 2
3	Accounting Associate	WF	Excel 2019 – Intermediate – V-Lookups, Pivot Tables, and More
3	Financial Analyst	WF	Microsoft Excel 2019 – Intermediate – V-Lookups, Pivot Tables, and More
3.	Billing Administrator	WM	Microsoft Excel - Advanced
3	Billing Administrator	WM	Microsoft Access – Level 1
4	Payroll Clerk	WF	Microsoft Excel – Level 1

4	Payroll Clerk	WF	Microsoft Excel – Level 1
4	Secretary 1	WF	Grant Writing Basics
4	Administrative Assistant	WF	Introduction to Artificial Intelligence (AI)
8	Skilled Maintainer	WM	Occupational Safety & Health Administration (OSHA) 10
8	Superintendent 3	WF	Adobe Acrobat DC: PDF Files, Formats, and Forms.
8	Custodian	HM	Microsoft Excel - Beginners
8	Custodian	WF	Effective Leadership Techniques for Women
8	Mail Handler	WF	Microsoft Excel - Beginner
8	Mail Handler	WF	Microsoft Excel - Advanced
8	Storekeeper	WF	Microsoft Excel – Beginner
8	Storekeeper	WF	Microsoft Excel - Advanced

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

Tuition Waivers were offered to clerical employees (and others) of the university. However, only one (1) classified employees took university courses in 2024-25.

The following employees utilized tuition waivers to take courses at universities within the CSU-System.

Category	Department	Race/Gender	Course Type
1	Academic Affairs	BM	Graduate
2	English	WF	Graduate
2	Business Management	HF	Graduate
2	Business Management	AAIANHNPI(F)	Graduate
3	Health Sciences & Nursing	AAIANHNPI(F)	Graduate
3	Health Sciences & Nursing	WF	Graduate
3	Human Resources	BF	Graduate
3	AccessAbility Services	WF	Graduate
3	Equity & Diversity	BM	Graduate
3	Admissions	WF	Graduate
3	Admissions	TF	Graduate
3	Financial Aid	WF	Graduate
3	Financial Aid	BF	Graduate
3	Bursar's Office	WM	Graduate
3	Student Conduct	BM	Graduate
3	Housing & Residential Life	WM	Graduate
3	Housing & Residential Life	HF	Graduate
3	Housing & Residential Life	BM	Graduate
3	Information Technology Services	WF	Undergraduate
3	Information Technology Services	WM	Graduate
3	Information Technology Services	WF	Undergraduate

3	Academic Success Center	HF	Graduate
3	Sociology/Social Work	BF	Graduate
4	Health Sciences & Nursing	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 2024–2025 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 2024-2025 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 continues to coordinate volunteer activities of Eastern students where they are not only able to be of service to the community, but also gain practical skills.
- **Apprenticeship Program:** The computer support trainee program continued during the year. It hires undergraduate students into entry level computer support positions. The trainees get tuition waiver plus salary for the duties they perform. After completing the program there may be possibilities to become a permanent hire in an established computer position. The program was expanded in subsequent years to now include student affairs trainees for recently graduated students to work in the Division of Student Affairs.
- **Day Care:** On site is a state of the art child & family development center offering extended day care service for employees and family in the area. In 2024-25 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 2024-25 to support and coordinate diversity initiatives on campus. A bias-incident reporting form and process was developed, and campus climate is monitored by this group in a variety of ways (i.e. focus groups, climate surveys, and targeted population town halls).
- **Career Development Highlights:** Efforts to support new career opportunities internal and external to the university are highlighted through the Career Development Center as well as the Office of Human Resources.
- **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.
- **The DEI Change-Agent Certification Program** was developed and implemented during this reporting year where employees and students (separate tracks) were able to learn and become certified in promoting an inclusive environment on campus that embraces diversity.
- **Global Majority Retreat** was sponsored by the CSU System Office and all University employees were invited to attend.

**Subsection (b):**

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

- The faculty minority recruitment and retention committee provided financial assistance to 3 minority faculty members to participate in various professional development opportunities.
- The administrative staff (professional non-faculty) recruitment and mentoring committee provided financial assistance to 16 minority staff members to participate in various professional development opportunities.
- A diverse group of keynote 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 2024-25:

Workshop/Program	Speaker	Attended By:
Organizing for Shared Equity Leadership	Dr. Adrianna Kezar	5 Employees
Building Capacity for Shared Equity Leadership	Dr. Adrianna Kezar	5 Employees
Accountability for Shared Equity Leadership	Dr. Adrianna Kezar	5 Employees
Leadership Moves and Levers to Implement Shared Equity Leadership: Lessons from the Change Leadership Toolkit	Dr. Adrianna Kezar	5 Employees
Equity-Minded Data and Inquiry	Dr. Roman Liera	8 Employees
Equity-Minded Trustee Leadership	Dr. Raquel Rall	2 Employees
Equity-Minded Teaching and Learning	Dr. Isis Artze-Vega	10 Employees
Equity-Minded Human Resources Practices	Dr. Roman Liera	11 Employees
Operationalizing Equity	John Cox, Cathy McCarron, Kathleen Vranos, William Berry, and Sara-Ann Semedo	9 Employees

FERPA Training	LaMar Coleman	10 Employees
New Employee Diversity Training	LaMar Coleman	26 Employees
Sexual Harassment Prevention Training	LaMar Coleman	23 Employees
Title IX Reporter	Sara Madera	6 Employees
LGBTQ+ Safe Zone Training	Nicole Potestivo	14 Employees
DEI Change-Agent Certification	Joelle Murchison	42 Employees

## SAMPLE PROGRAM ADVERTISEMENTS



**EASTERN**  
CONNECTICUT STATE UNIVERSITY

Office of Equity & Diversity

### FALL 2024 CALENDAR OF TRAININGS

#### DEI CHANGE AGENT

Certificate Program

Dates: Wed., Sept. 11, Wed., Oct. 9, Wed., Nov. 13

Time: 12:00 to 2:00 PM (Lunch Included)

Location: Johnson Room

For more info:  
Cliff Marrett



#### DIVERSITY AWARENESS

Training Conducted by:

Date: Thursday, Oct. 17

Time: 3:00 to 5:00 PM

Location: Student Center 217

Dr. LaMar Coleman

To RSVP  
[CLICK HERE!](#)



#### TITLE IX REPORTER

Training

Dates: Wed., Oct. 23, Wed., Oct. 30

Time: 3:00 to 4:00 PM

Location: Virtual

Conducted by:  
Sara Madera



#### FERPA

Training

To RSVP  
[CLICK HERE!](#)

Dates: Wednesday, Nov. 6

Time: 10:00 to 11:00 AM

Location: Virtual

#### SEXUAL HARASSMENT

Prevention Training

Dates: Thursday, Nov. 7

Time: 2:00 to 4:00 PM

Location: Student Center 217

To RSVP  
[CLICK HERE!](#)



#### LGBTQ SAFE ZONE

Training

Dates: Monday, Nov. 11

Time: 12:00 to 2:30 PM

Location: Science 301

Conducted by:  
Nicole Potestivo



#### REJI WORKSHOP

Training

Dates: Thursday, Dec. 5

Time: 1:00 to 2:30 PM

Location: Virtual

To RSVP  
[CLICK HERE!](#)

Conducted by:  
TBD







## Supporting Student Success and Institutional Transformation through Racial Equity

### REJI Shared Equity Leadership Summer Series

Racially equitable practices transform our institutions, close gaps in student outcomes too often experienced by students of color and help all succeed. The summer series is a partnership with the Pullias Center for Higher Education featuring Dr. Adrianna Kezar an expert on change leadership, diversity, equity and inclusion, faculty, STEM reform, collaboration, and governance in higher education.

### REJI Deliverables

#### Shared Equity Leadership

- Virtual Monthly Convenings
- Action Driven Curriculum
- Shared Learning and Best Practices
- Institution-specific REJI Racial Equity Action Plan



#### Part 1: Organizing for Shared Equity Leadership

**June 5th, 1:00–2:30 pm EST**

Campuses that expand racial equity and other forms of DEI work to a critical mass of faculty, staff, administrators, presidents/chancellors and trustees will need to change the way they organize the work to create collaboration, synergy and avoid duplication. In this session participants will learn how to rethink their organizational structures and campus roles in order to activate shared equity leadership.



#### Part 2: Building capacity for Shared Equity Leadership

**June 12th, 1:00–2:30 pm EST**

To conduct racial equity and other forms of DEI work authentically as you expand the people involved will mean building people's capacity to conduct the work. In this session participants will explore ways to build capacity among a much larger group of people who are involved in advancing equity than in the past. They will learn about personal, group and collective modalities for building capacity for both equity and shared leadership.



#### Part 3: Accountability for Shared Equity Leadership

**June 18th, 12:00–1:30 pm EST**

If you expand the responsibility for equity, campuses will need new accountability structures in order to track and ensure successful of the new work. In this session participants will learn about a framework for developing a new accountability system.

All sessions are virtual convenings on Zoom.



#### Part 4: Leadership moves and levers to implement Shared Equity Leadership: Lessons from the Change Leadership Toolkit


**June 26th, 1:00–2:30 pm EST**

In order to make all the changes needed to implement Shared Equity Leadership, campuses can benefit from learning about leader moves and levers that have proven successful in advancing change on campus.

**Register Today:**  
<https://bit.ly/3yjUaU6>



**learn more**

 [www.reji-bsu.org](http://www.reji-bsu.org)



Join us for ECSU's

# DEI Change Agent Certificate Program!

We are excited to invite you to an introductory workshop designed to provide the opportunity for faculty, staff, and students to gain an understanding of foundational language critical in embracing and promoting diversity and inclusion throughout our Warrior Community!

## Why Attend:

- **Our Journey to Inclusive Excellence:** Activities will increase individual awareness of racism, bias and microaggressions to minimize assumptions and less than positive interactions with our team members and other external stakeholders.
- **Explore Our Biases:** Define and examine our biases and how they might impact our ability to be successful and effective in our university and workplace interactions.
- **Enhance Our Cultural Competency:** Leave with tools to identify gaps in cultural intelligence and plan to address them, as well as a common language for continuing the conversation.

## Program Details:

**Must attend all three (3) sessions**

**Dates:** Wed., Sept. 11, Wed., Oct. 9 & Wed., Nov. 13, 2024

**Time:** 12:00 to 2:00 pm

**Location:** Johnson Room

**Lunch Included**

## How to Join:

**To secure your spot, simply Scan this QR Code to RSVP**

**For more information:** Cliff Marrett

**Director of Diversity & Inclusion Affairs**

**(860) 465-5577 - [marrettc@easternct.edu](mailto:marrettc@easternct.edu)**

**We have limited seats available, so [click here](#) to reserve your spot today!**





**BECOME A**



**EASTERN**

CONNECTICUT STATE UNIVERSITY

*Office of Equity & Diversity*



**STUDENT EQUITY  
AND SUCCESS PARTNER**

**Wednesday, March 12, 2025**

**3:00 to 6:00 PM**

**Paul E. Johnson Community Room**

**J. Eugene Smith Library**

*Food will be served*

This workshop will empower students to become active advocates for equity, inclusion, and social justice on campus. Students will earn a certificate for training, priority points and participate in a raffle during the workshop.



advancing understanding  
one interaction at a time

**Joelle Murchison**  
*Principal & Founder*  
[www.teamemg.com](http://www.teamemg.com)



It is the policy of Eastern Connecticut State University to ensure equal access to its events. If you are an individual with a disability and will need accommodations for this event, please contact the Director of Diversity & Inclusion Affairs, [Cliff Marrett](mailto:marrettc@easternct.edu) ([marrettc@easternct.edu](mailto:marrettc@easternct.edu)) or (860-465-5577)



# Men Of Color

## Spring Retreat 2024



**Friday, April 12th**  
**Welcome Dinner**  
**5:00 pm – 7:00 pm**  
**Library 107**

**Saturday, April 13th**  
**Retreat**  
**10:00 am – 3:00 pm**  
**Betty Tipton Room**



**Brotherhood,  
Masculinity,  
Wellness, &  
Fellowship**

**SCAN the  
QR Code  
to attend:**



**BUILDING COMMUNITY, BREAKING BARRIERS.**

**Sponsored by the Opportunity Programs, the Intercultural Center,  
& the Office of Equity & Diversity**

*Save the Date*  
fall 2024



*Women of Color Retreat*

**Friday Oct. 18 & Saturday Oct. 19**

**A one and a half day retreat for WOC focusing on  
self care & self empowerment!**





**EASTERN**  
CONNECTICUT STATE UNIVERSITY

*Office of Equity & Diversity*



**NAACP**

## **DR. MARTIN LUTHER KING JR. CELEBRATION**



**WEDNESDAY, JANUARY 29, 2025**

**J. EUGENE SMITH LIBRARY**

**JOHNSON ROOM 204**

**6:00 TO 7:30 PM**

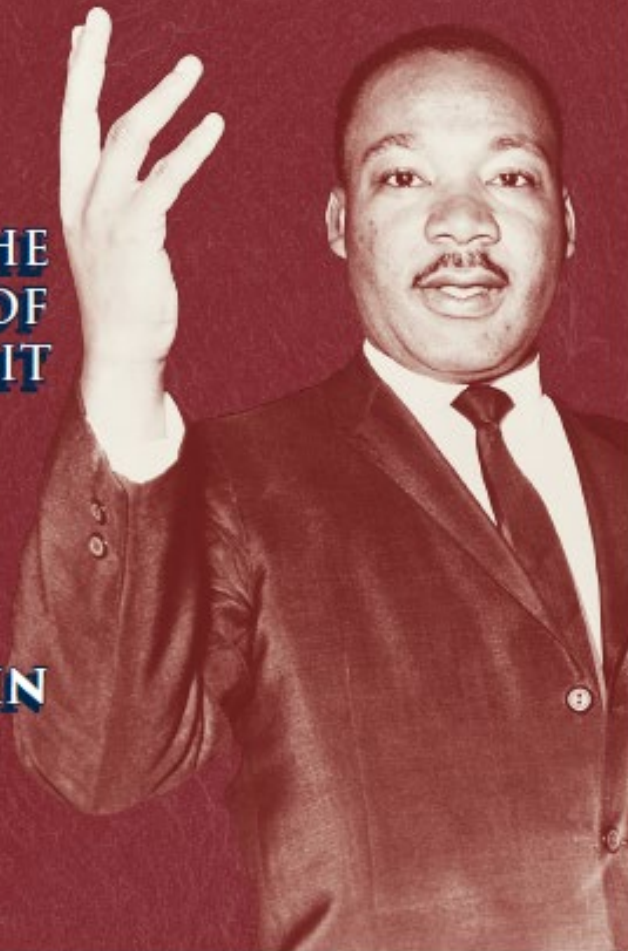
**HORS D'OEUVRES WILL BE SERVED**

**KEYNOTE SPEAKER ~ SCOT X. ESDAILE**

**PRESIDENT, CT STATE CONFERENCE OF NAACP BRANCHES**

**"TRUE  
PEACE IS  
NOT  
MERELY THE  
ABSENCE OF  
TENSION; IT  
IS THE  
PRESENCE  
OF  
JUSTICE."**

**DR. MARTIN  
LUTHER  
KING JR.**



# ECSU Employee Resource Groups

Help us to create a company culture for everyone



The Office of Equity & Diversity/Title IX is excited to announce the formation of four (4) new **Employee Resource Groups (ERGs)** at ECSU. These **ERGs** aim to create supportive and inclusive environments that promote the personal and professional development of our diverse faculty and staff. Our mission is to foster a sense of community, enhance cultural awareness, and advocate for the needs and concerns of underrepresented groups within our university.

## Why join an ERG?

- Professional Development
- Networking Opportunities
- Cultural Enrichment
- Advocacy

## Our ERG's

- BIPOC ERG
- Latinx ERG
- International ERG
- Asian and Pacific Islander ERG

Scan our QR  
code to sign up!



**For more information, email Cliff Marrett, [marrettc@easternct.edu](mailto:marrettc@easternct.edu)**





*“Equity-mindedness is a racial schema that guides people how to make sense and address racial equity. In practice, equity-mindedness refers to the knowledge to be conscious of race, to be aware that racialized patterns are embedded in practices, policies, and cultures, and acknowledging a sense of responsibility to eliminate racial inequity by changing practices, policies, and cultures. Equity-mindedness guides faculty [and staff] not to ignore race and instead focus on structural racial patterns when assessing their practices, like faculty [and staff] hiring” (Liera, 2023; Faculty hiring does not need to be explicitly racist to reproduce racial inequity.*

**April 18<sup>th</sup>, 2024 1:00-2:30 EST Virtual Convening**

**“Equity-minded Human Resources Practices”**

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

Registration to Receive Zoom Link:

[https://bridgew.zoom.us/meeting/register/tJlrde2tqDIiH9clQ45AS21A5pD9DT\\_dpEqG](https://bridgew.zoom.us/meeting/register/tJlrde2tqDIiH9clQ45AS21A5pD9DT_dpEqG)

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

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





January 2025 Virtual Convening

**The Racial Equity and Justice Institute  
Transformation Through Equitable Action Model (TEAM):**

**Equity-minded Data and Inquiry**

**January 27, 2025, 2:30-4:00 EST**

**Presenter: Dr. Roman Liera**

**([https://www.montclair.edu/profilepages/view\\_profile.php?username=lierar](https://www.montclair.edu/profilepages/view_profile.php?username=lierar))**

The REJI is based on the knowledge that in order to transform our campuses, the work for equity-mindedness must be advanced campus-wide. The REJI understands that how we each implement equity-mindedness varies in part by the roles we fill.

Join us to learn about the REJI's **Transformation Through Equitable Action Model (TEAM) portal** offering a suite of equity-minded competency development materials for major functions on our campuses. After an introduction to the **TEAM portal**, Dr. Roman Liera, noted equity-minded scholar and educator, will provide an overview of the **TEAM** module he created for all REJI members on equity-minded data and inquiry.

All members of the REJI are invited to attend this launch of the **TEAM portal**! Please invite every member of your campus/organization to attend!

**Zoom Link:**

**[https://bridgew.zoom.us/join/register/tJlkec2vgDIsEtRHkv3bxcZ\\_Bfkq9nKK98hX](https://bridgew.zoom.us/join/register/tJlkec2vgDIsEtRHkv3bxcZ_Bfkq9nKK98hX)**

*The REJI is grateful to the MA Department of Higher Education that provided grant funding used to create these equity-minded resources.*



## January 2025 Virtual Convening

### **The Racial Equity and Justice Institute Transformation Through Equitable Action Model (TEAM):**

#### **Equity-minded Trustee Leadership**

**January 29, 2025, 5:00-6:30 EST**

**Presenter: Dr. Raquel Rall**

**(<https://profiles.ucr.edu/app/home/profile/raquelmr>)**

The REJI is dedicated to supporting the growth and development of racial equity leaders campus-wide. Trustees have a unique role in advancing racial equity in higher education. We invite Trustees, Presidents/Chancellors, Equity Officers, Cabinet Members, and all other interested members of the REJI to join us for a special virtual convening on strategies for infusing racial equity into Trustees' 9 key roles in higher education. *Presidents have received a direct invitation to attend with the registration link to provide to members of their Board of Trustees should they find it appropriate to share with their boards.*

Participants will be introduced to the **REJI Transformation Through Equitable Action Model (TEAM) portal** with extensive professional development materials for trustees and those that work with them focused on equity-minded trustee leadership. You will also have the opportunity to hear from Dr. Raquel Rall, one of foremost scholars in America on equity-minded trustee leadership, who is partnering with the REJI in the creation of these materials

#### **Zoom Link:**

**<https://bridgew.zoom.us/join/zoom/register/tJYod-GtrzMvHNGkG2sEoXFS9Rs8UCbHMiei>**

*The REJI is grateful to the MA Department of Higher Education that provided grant funding used to create these equity-minded resources.*



**February 2025 Virtual Convening**

**The Racial Equity and Justice Institute  
Transformation Through Equitable Action Model (TEAM):**

**Equity-minded Teaching and Learning**

**February 27, 2025, 1:00-2:30 EST**

**Presenter: Dr. Isis Artze-Vega**  
**(Primary author of the [Norton Guide to Equity-minded Teaching](#))**

The REJI is dedicated to supporting the growth and development of racial equity leaders campus-wide. The work of faculty and librarians is central to equity-minded transformation in higher education. We invite all members of the REJI to attend this session to hear from Dr. Isis Artze-Vega, national leader on equity-minded teaching and learning. Faculty, Librarians, Provosts, Deans and other academic leaders most welcome!

Participants will be introduced to the **REJI Transformation Through Equitable Action Model (TEAM) portal** with extensive professional development materials for faculty members and academic affairs administrators and staff to aid you in leading for racial equity.

**Zoom Link:**

[https://bridgew.zoom.us/joining/register/tJ0tf-vqpi4sHd3\\_qRrSTv2rXEyvrPMzrbip](https://bridgew.zoom.us/joining/register/tJ0tf-vqpi4sHd3_qRrSTv2rXEyvrPMzrbip)

*The REJI is grateful to the MA Department of Higher Education that provided grant funding used to create these equity-minded resources.*





## March 2025 Virtual Convening

### Operationalizing Equity

March 27, 2025, 1:00-2:30 EST

**Presenters:** John L. Cox, President of Cape Cod Community College; Cathy McCarron, Dean; Kathleen M. Vranos former Vice President of Academic and Student Affairs; William Berry, Faculty Member; Sara-Ann P. Semedo, Academic Coordinator; Shuqi Wu, Director of Institutional Research and Planning

All members of your REJI-affiliated campus/organization are invited to attend this virtual convening to hear how REJI campus member Cape Cod Community College (CCCC) advanced their equity-minded practice. Five years ago, conversations deepened at CCCC about the need to disaggregate their institutional student outcomes data and use it to engage in equity-minded work. Today they have created an institution-wide operating plan premised in equity-mindedness. Come hear their story of equity-minded campus change and learn actionable strategies they are utilizing on their campus.

**Zoom Link:**

<https://bridgew.zoom.us/join/6125456789>

# QUTE CONFERENCE

LIVING. LOVING. LEARNING.



**FRIDAY, MARCH 7 | 9:00 AM - 1 PM**

Eastern Connecticut State University  
Betty Tipton Room | Student Center  
83 Windham Road, Willimantic, CT



Eastern Connecticut State University's Pride Center invites you to our second QUTE (formerly QYTE) Conference! The goal of this conference is to create a welcoming and brave space for local LGBTQIA+ high school students to learn more about LGBTQIA+ inclusive resources and practices that foster personal growth, self-love, and connection with other while immersing them in a college campus atmosphere.



- The QUTE Conference is **FREE** to attend for all participants
- **Lunch is provided** for all students and chaperones (faculty/staff)
- Participants **are responsible** for their own transportation to and from the event
- Student attendees are required to be chaperoned by a faculty or staff member
- Students and their chaperone/s must **register no later than February 21st**



REGISTER  
HERE!

or use the URL to register:  
<https://bit.ly/QUTE2025>



**If you are an individual with a disability in need of accommodations for this event, please contact the Pride Center at 860-465-0056 or [pridecenter@easternct.edu](mailto:pridecenter@easternct.edu).**

Pride Center | Arthur L. Johnson Unity Wing | Division of Student Affairs | Office of Equity & Diversity

# LGBTQ+ Mix & Meet

## For Faculty, Students, and Staff

Make new connections and gather among community  
with Eastern's LGBTQIA+ students, faculty and staff.



Wednesday, September 18

3:00pm-5:00pm

Art Gallery, Fine Arts Instructional Center



Drop In Any Time

Allies Are Welcome



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



## SAFE ZONE ADVOCACY WORKSHOP

**FRIDAY, JANUARY 31 ▲ 12PM-3PM ▲ SCI 301**

The LGBTQIA+ Safe Zone Advocacy Workshop aims to enhance the culture and climate of LGBTQIA+ inclusivity at Eastern Connecticut State University. This workshop provides foundational language and reflective practices to better understand the complexity of gender and sexual identity, as well as action steps to promote LGBTQIA+ inclusivity. Open to all students, faculty, and staff!

Lunch provided. To participate please register by Monday, January 27.



**Scan the QR code to  
Register**



**or visit  
<https://bit.ly/pridecenterworkshop>**

*Join Your Eastern Community in  
Enhancing our Culture of Inclusivity*



If you are an individual with a disability in need of accommodations for this event, please contact Nicole Potestivo at 860-465-0056 or email [pridecenter@easternct.edu](mailto:pridecenter@easternct.edu)



# COMMUNITY CIRCLE SERIES

YOUR IDENTITY. YOUR EXPERIENCE. YOUR COMMUNITY.

## TRANScending: EASTERN'S TRANS & GENDER NON-CONFORMING COMMUNITY CIRCLE



The Transgender and Gender Non-Conforming (TGNC) Community Circle is an intentional space to build community, share resources, decompress, and engage in open conversation centered on the TGNC experience.

## FOR THE Q'ULTURE: EASTERN'S QTBIPOC COMMUNITY CIRCLE



The QTBIPOC (Queer, Trans, Black, Indigenous, People of Color) Community Circle is an intentional space to build community, share resources, decompress, and engage in open conversation centered on the QTBIPOC experience.

## ARO + ACE: EASTERN'S AROMANTIC + ASEXUAL COMMUNITY CIRCLE



The ARO + ACE Community Circle is an intentional space to to connect, exchange resources, unwind, and engage in open dialogue focused on experiences within the Aromantic and/or Asexual spectrum.

## INQUEERY: EASTERN'S QUESTIONING & CURIOUS COMMUNITY CIRCLE



This Community Circle offers a supportive and private space for individuals who are questioning and/or curious about their gender identity, sexual orientation, and/or exploring the spectrum of LGBTQ+ experiences. Through open dialogue, shared resources, and community connection, students can navigate their journey with affirmation and care.

If you are an individual with a disability in need of accommodations for this event, please contact the Pride Center at 860-465-0056 or email [pridecenter@easternct.edu](mailto:pridecenter@easternct.edu)



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# Careers & Connections

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

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

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

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It is the policy of Eastern Connecticut State University to ensure equal access to its events. If you are an individual with a disability and will need accommodations for this event, please contact the Office of Career Success, (860) 465-4535, [career2@easternct.edu](mailto:career2@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** →



IT IS THE POLICY OF EASTERN CONNECTICUT STATE UNIVERSITY TO ENSURE





INTERCULTURAL  
CENTER



Intercultural Center and Women Center  
Division of Student Affairs

# Intersectionality through Gender and Race

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

Ice Cream will be involved!

Thursday, March 23rd

6:00 pm-7:30 pm

Student Center 115



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



# Talking to Different People: Microaggression Workshop

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

---

Thursday, March 23rd  
**Student Center, Room 115**

Time: 1PM - 2PM



EASTERN CONNECTICUT STATE UNIVERSITY  
**INTERCULTURAL  
CENTER**

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

## 17. CONCLUDING STATEMENT

SECTION 46a-68-94

**EASTERN CONNECTICUT STATE UNIVERSITY  
AFFIRMATIVE ACTION PLAN  
SECTION 46a-68-94  
CONCLUDING STATEMENT**

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

**Subsection (a):**

Eastern Connecticut State University's Affirmative Action Plan contains a Concluding Statement that:

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

**Subsection (b):**

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

## Concluding Statement

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

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

I attest that the Vice President for Equity and Diversity, Dr. LaMar Coleman, serves at the University's Equal Employment Opportunity Officer and reports directly to me.

July 24, 2025  
Date

Karim Ismaili  
Karim Ismaili, Ph.D.  
President