SOUTHERN CT STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN

Submitted: August 30th, 2025

Sandra Bulmer
Interim President

STATE OF CONNECTICUT
COMMISSION ON HUMAN RIGHTS AND OPPORTUNITIES
AFFIRMATIVE ACTION PLAN EXECUTIVE SUMMARY

Southern Connecticut State University
(National, Statewide, and Local Labor Market Areas)

Commission Meeting Date	November 13, 2024
Previous A.A. Plan Status/Date	Approved / November 8, 2023
A.A. Plan Filing Date	August 30, 2024
Date A.A. Plan Received	August 30, 2024
90-Day Expiration Date	November 28, 2024
Filing Status	Annual
Date(s) Analyst Reviewed A.A. Plan	October 22-25, 2024
Date(s) of On-Site Review	N/A
Next Filing Date	August 30, 2025

RECOMMENDATION:

(X) Approved
( ) Conditionally Approved
( ) Disapproved

(X) Retain Annual Filing
( ) Retain Biennial Filing Status
( ) Semi-Annual Filing Status

Reviewer: Spencer Hill
Human Rights Attorney III

We have reviewed the summary and concur with the recommended finding.

Cheryl A. Sharp
Deputy Director

Tanya A. Hughes
Executive Director

EXECUTIVE SUMMARY OF REVIEW AND RECOMMENDATIONS

AGENCY: Southern Connecticut State University

AGENCY APPOINTING AUTHORITY: Dwayne Smith, PhD, Interim President

AFFIRMATIVE ACTION PERSON: Paula Rice, Director, Office of Diversity & Equity Programs

---

INTRODUCTION:

Southern Connecticut State University is located in New Haven. The proposed affirmative action plan covers the reporting period of May 1, 2023, through April 30, 2024, and was filed timely. The previous submission was filed timely and was approved by the Commission on November 8, 2023.

RECOMMENDATION:

That the proposed affirmative action plan for Southern Connecticut State University be APPROVED.

SECTION 46a-68-102. STANDARD OF REVIEW

(a) To receive approved status, a plan must contain all elements required by Sections 46a-68-78 through 46a-68-94, inclusive.

(b) Additionally, a plan shall be approved only if:

(1) the work force, considered as a whole and by occupational category, is in parity with the relevant labor market area; **or**

(2) the agency has met all or substantially all of its hiring, promotion and program goals during the plan period; **or**

(3) the agency has demonstrated every good faith effort to achieve such goals and despite these efforts has been unable to do so; **and**

(4) the agency has substantially addressed deficiencies noted by the Commission on Human Rights and Opportunities.

JUSTIFICATION FOR THE RECOMMENDATION:

That Southern Connecticut State University's proposed affirmative action plan be approved based on compliance with Sections 46a-68-102(a), (b)(3), and (b)(4) of the regulations. Specifically:

SECTION 46a-68-102(a)

The proposed affirmative action plan contains all elements required by Sections 46a-68-78 through 46a-68-94, inclusive.

SECTION 46a-68-102(b)(1)

The work force considered as a whole and by occupational category is not at parity with the relevant labor market area. The race/sex ratios of the agency employees are not equivalent to those generally available in the appropriate labor markets.

SECTION 46a-68-102(b)(2)

The agency has not met all or substantially all of its hiring and promotion goals. Program goals were all met (see attached charts).

An analysis of the agency's hires during the twelve-month reporting period indicates that in the areas where hires occurred the agency met:

18 out of 51 possible total goals or 35%

In addition,

12 out of 29 possible promotion goals were met or 41%
2 out of 2 possible program goals were met or 100%

SECTION 46a-68-102(b)(3)

Southern Connecticut State University has demonstrated good faith effort to achieve its goals. This is evidenced by the following personnel activity:

Southern Connecticut State University's affirmative action plan Section 46a-68-90 Goals Analysis analyzes the hiring, promotion, and program goals that were established in the prior affirmative action plan. Each goal has been separately addressed and the discussion of action taken, thereof, is detailed and complete. These explanations were thoroughly reviewed and are in compliance with the Affirmative Action Regulations.

Southern Connecticut State University

SECTION 46a-68-102(b)(4)

Southern Connecticut State University's previous plan had no deficient elements, therefore, the agency is in compliance with the (b)(4) standard.

SECTION 46a-68-108. Letter of Commitment

Southern Connecticut State University did not have any deficiency in the prior plan. Therefore, a Letter of Commitment was not required.

SUMMARY OF DEFICIENCIES / WEAKNESSES:

No section is deficient or weak in the proposed affirmative action plan.

ADDITIONAL MANDATED REPORTING

Diversity Training

Southern Connecticut State University is in compliance with the Diversity Training requirements of the statute.

Contract Compliance

Southern Connecticut State University has submitted all of the required reports, forms and correspondence regarding the Set-Aside Program.

Prior Fiscal Year: 2022 / 2023

	SBE	MBE
Goals:	$185,056.00	$46,269.00
Achievement:	$8,413,448.00	$4,794,160.00
Percentage:	4,546%	10,361%

Current Fiscal Year: 2023 / 2024 with 4 quarters reporting.

	SBE	MBE
Goals:	$525,599.00	$131,399.00
Achievement:	$6,038,327.00	$2,045,722.00
Percentage:	1,149%	1,557%

AGENCY: Southern Connecticut State University

HIRING GOALS ANALYSIS

REPORTING PERIOD BEGINNING 5/1/2023 THROUGH 4/30/2024

OCCUPATIONAL CATEGORY	NUMBER OF GOALS	RACE/SEX	HIRES	GOAL ACHIEVEMENT
Executive	2 1	WF AAIANHNPI-F	1 WF 1BM 1 AAIANHNPI-M	1-3
Faculty Professor	-	-	-	-
Faculty Associate Professor	2	AAIANHNPI-F	1 AAIANHNPI-F 1 HF	1-2
Faculty Assistant Professor	8 2 1 2	WM BM BF HM	 1AAIANHNPI-F	0-1
Faculty Coaches	1 1 1	BF HM AAIANHNPI-M	1 BF 1 WM	1-2
Non-Faculty Professional	17 5 7 3 2	WM HM AAIANHNPI-M AAIANHNPI-F 2F	6 (**1) WM 2 AAIANHNPI-M 2 AAIANHNPI-F 6 WF 2 BM 5 BF 2 HF	10-24
Secretarial/ Clerical New Haven	11 1	WF 1HM	2 WF	2-2
Secretarial/ Clerical Secretary 2 New Haven	1 3 1	WM WF AAIANHNPI-F	 3WF 1 HF	3-4
Technical/ Paraprofessional New Haven	1 3 1	WM WF AAIANHNPI-F	-	0-0

** HIRING GOAL MET BY PROMOTION

*** HIRE MET A PROMOTION GOAL

AGENCY: Southern Connecticut State University

HIRING GOALS ANALYSIS

REPORTING PERIOD BEGINNING 5/1/2023 THROUGH 4/30/2024

OCCUPATIONAL CATEGORY	NUMBER OF GOALS	RACE/SEX	HIRES	GOAL ACHIEVEMENT
Skilled Craft New Haven	1 1 4 2	WF BF HM HF	5WM	0-5
Maintenance/ Services	1 1 1	WM WF BF	-	0-0
Custodian	4 8 6 6	WM WF HM HF	3 BM 3 BF	0-6
Protective Service New Haven	6 1	WM AAIANHNPI-M	1WM 1WF	0-2

** HIRING GOAL MET BY PROMOTION

*** HIRE MET A PROMOTION GOAL

AGENCY: Southern Connecticut State University

PROMOTION GOALS ANALYSIS

REPORTING PERIOD BEGINNING 5/1/2023 THROUGH 4/30/2024

OCCUPATIONAL CATEGORY	NUMBER OF GOALS	RACE/SEX	PROMOTIONS	GOAL ACHIEVEMENT
Executive	1	WF	-	-
Faculty Professor	2 4 2 2 5 1	WF BF HM HF AAIANHNPI-M AAIANHNPI-F	2WF 1HF 1AAIANHNPI-M 1AAIANHNPI-F 4 WM 2 WF 2 AAIANHNPI-F	5-13
Faculty Associate Professor	1 10 6	HF AAIANHNPI-M AAIANHNPI-F	1 HF 2 AAIANHNPI-M 1AAIANHNPI-F 3 WM 6 WF	4-13
Faculty Assistant Professor	-	-	-	-
Coaches	-	-	-	-
Nonfaculty Professional	-	-	1 WM** 1 WF 1 BF	-
Secretarial/ Clerical New Haven	2	WF	2WF 2HF	2-2
Secretarial/ Clerical Secretary 2 New Haven	1	WM	-	-
Maintenance/ Clerical New Haven	1	WM	1WM 2BM 1HM	1-1

** HIRING GOAL MET BY PROMOTION

*** HIRE MET A PROMOTION GOAL

FIVE YEAR HISTORY

Southern Connecticut State University

FILING DATE	COMMISSION MEETING DATE	STAFF RECOMMENDATION	COMMISSION VOTE
08/30/2019	11/13/2019	Approved	Approved
08/30/2020	11/10/2020	Approved	Approved
08/30/2021	11/10/2021	Approved	Approved
08/30/2022	11/10/2022	Approved	Approved
8/30/2023	11/8/2023	Approved	Approved

FORM 38A

Category:
Titles: **All**

Date: **April 30, 2024**

WORKFORCE ANALYSIS

Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or more Races Males	Two or more Races Females
I. EXECUTIVE	**31**	**17**	**14**	**11**	**10**	**3**	**2**	**1**	**2**	**2**	**0**	**0**	**0**
		54.8%	45.2%	35.5%	32.3%	9.7%	6.5%	3.2%	6.5%	6.5%	0.0%	0.0%	0.0%
II. FACULTY	**413**	**201**	**212**	**152**	**160**	**15**	**12**	**4**	**12**	**30**	**28**	**0**	**0**
		48.7%	51.3%	36.8%	38.7%	3.6%	2.9%	1.0%	2.9%	7.3%	6.8%	0.0%	0.0%
III. PROF./NON FACULTY	**261**	**95**	**166**	**67**	**118**	**15**	**22**	**3**	**15**	**8**	**10**	**2**	**1**
		36.4%	63.6%	25.7%	45.2%	5.7%	8.4%	1.1%	5.7%	3.1%	3.8%	0.5%	0.2%
IV. SECRETARIAL/CLERICAL	**78**	**11**	**67**	**9**	**33**	**2**	**21**	0	**11**	0	**1**	0	**1**
		14.1%	85.9%	11.5%	42.3%	2.6%	26.9%	0.0%	14.1%	0.0%	1.3%	0.0%	0.2%
V. TECH/PARAPROFESSIONAL	**4**	**1**	**3**	**0**	**2**	**0**	**0**	**1**	**0**	**0**	**1**	**0**	**0**
		25.0%	75.0%	0.0%	50.0%	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%	0.0%	0.0%
VI. SKILLED CRAFTS	**32**	**32**	**0**	**25**	**0**	**4**	**0**	**2**	**0**	**1**	**0**	**0**	**0**
		100.0%	0.0%	78.1%	0.0%	12.5%	0.0%	6.3%	0.0%	3.1%	0.0%	0.0%	0.0%
VII. PROTECTIVE SERVICES	**21**	**16**	**5**	**9**	**4**	**3**	**1**	**4**	**0**	**0**	**0**	**0**	**0**
		76.2%	23.8%	42.9%	19.0%	14.3%	4.8%	19.0%	0.0%	0.0%	0.0%	0.0%	0.0%
VII. MAINTENANCE	**81**	**54**	**27**	**14**	**3**	**32**	**16**	**7**	**8**	**1**	0	0	0
		66.7%	33.3%	17.3%	3.7%	39.5%	19.8%	8.6%	9.9%	1.2%	0.0%	0.0%	0.0%
Total	**921**	**427**	**494**	**287**	**330**	**74**	**74**	**22**	**48**	**42**	**40**	**2**	**2**
4/2023 AA Plan	*923*	*432*	*491*	*290*	*337*	*73*	*69*	*25*	*46*	*41*	*37*	*3*	*2*
Change +/-	**-2**	**-5**	**3**	**-3**	**-7**	**1**	**5**	**-3**	**2**	**1**	**3**	**-1**	**0**
		46.36%	53.64%	31.16%	35.83%	8.03%	8.03%	2.39%	5.21%	4.56%	4.34%	0.22%	0.22%

Supervisor's Summary

To: Cheryl Sharp, Deputy Director

From: Spencer Hill

Agency: Southern Connecticut State University

Date: _____

Commission Meeting scheduled date: November 13, 2024

To receive approved status, a plan must be in compliance with the below sections.

This plan is recommended for APPROVAL based on compliance with the following:

☒ 46a-68-102(a) the plan does contain all elements required by Sections 46a-68-78 through 46a-94, inclusive, and

☐ 46a-68-102(b)(1) the workforce, considered as a whole and by occupational category, is in parity with the relevant labor market area; or

☐ 46a-68-102(b)(2) the agency has not met all or substantially all of its hiring and promotion goals. Program goals were met;

☒ 46a-68-102(b)(3) the agency has demonstrated every good faith effort to achieve goals and despite these efforts has been unable to so; and

☒ 46a-68-102(b)(4) the agency had no deficiencies in the prior plan review and therefore, is in compliance with the (b)(4) standard.

Goal Achievement:

Hiring Goal Achievement: 18 out of 51 possible goals were met or 35 %

Promotion Goal Achievement: 12 out of 29 possible goals were met or 41 %

Program Goal Achievement: 2 out of 2 possible goals were met or 100 %

Five-Year Approval History

- 2023 Approved
- 2022 Approved
- 2021 Approved
- 2020 Approved
- 2019 Approved

1. Policy Statement
Section 46a-68-78

POLICY STATEMENT

It is the intellectual and moral responsibility, but more importantly, the POLICY of the leadership of Southern Connecticut State University, to advance social justice and equity by exercising affirmative action and upward mobility. Accordingly, Southern Connecticut State University, as a constituent unit of the Connecticut State Colleges and Universities, through this plan of affirmative action, will, with conviction and effort, undertake positively to overcome the present effect of past practices, policies, or barriers to equal employment opportunity, and to achieve the full and fair participation of all protected class members found to be underutilized in the workforce or adversely affected by past policies and practice.

In accordance with the Provisions of Sections 46a-60(b), 46a-80(b) or 86a-81(b) of the Connecticut General Statues, equal employment opportunity, a distinctly different matter, is employment of individuals without consideration of actual or perceived age; ancestry; color; gender identity or expression; genetic information and/or family medical history; intellectual disability, learning disability; parental, family or marital status; past or present history of a mental disability; physical disability, pregnancy or related conditions; race or national origin, religion or creed; sex, sexual orientation; veteran or military status; arrest and/or criminal conviction status (in state employment), lawful source of income, citizenship or immigration status, status as a victim of domestic violence, human trafficking and sexual assault victims, workplace hazards to reproductive systems, or any protected characteristic, including protections for those opposing discrimination or participating in any grievance process within the institution, with the Equal Employment Opportunity Commission and /or the Connecticut Commission on Human Rights and Opportunities, or other factors that cannot lawfully be the basis for employment actions, unless there is a bona fide occupational qualification under applicable local, state or federal law.

This policy of nondiscrimination will not be limited to employment practices but will extend, as well, to services and programs provided by the University. Southern Connecticut State University will affirmatively provide services and programs in a fair and impartial manner. Clearly, affirmative action and equal employment opportunity are immediate and necessary agency objectives for Southern. Equal opportunity is the purpose and goal of affirmative action.

Southern Connecticut State University will make every good faith effort that may be necessary in all aspects of personnel administration to ensure that the recruitment and hiring of underrepresented individuals reflect their availability in the job market; that the causes of underutilization are identified and eliminated; that alternative approaches are explored when personnel practices have a negative impact on protected classes; and, that the terms and conditions, and privileges of employment, including upward and lateral mobility, are equitably administered. We also recognize the hiring difficulties experienced by individuals with disabilities and by many older people. SCSU will take necessary steps to identify and overcome areas of underutilization of such people in the workforce and to achieve their full participation in all university programs, processes, and services.

As President of Southern Connecticut State University, I pledge to take every good faith effort to realize our goals within the timetables set forth in this plan and as required by pertinent local, state and federal legislation, detailed in the pages of the Affirmative Action Plan.

All executive, administrative, and supervisory personnel are expected to satisfy their affirmative action responsibilities, consistent with this SCSU's objective of establishing and implementing affirmative action and equal employment opportunity. All employees have the right to review and comment on the Affirmative Action Plan. A copy will be kept in the Office of Diversity & Equity Programs, in the library and is accessible online at the Office of Diversity & Equity Programs' Website Diversity and Equity | Southern Connecticut State University .

The person responsible for overseeing affirmative action and equal employment opportunity is Paula Rice, Director of Diversity and Equity Programs/Title IX Coordinator, at Southern Connecticut State University, 501 Crescent Street, Engleman B-110, New Haven, Connecticut 06515, telephone number (203) 392-5568.

Sandra Bulmer, Ph.D.
Interim President

8/26/2025
Date

Policy #	Policy Name	Reso #	Date Approved
4-13	Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy	**BR 24-079**	**2024-07-31**

NOTE: BOR Policies 4-11 and 5-02 have been rescinded and are being replaced with this new policy effective 7-31-2024.

INTERIM DISCRIMINATORY HARASSMENT, NONDISCRIMINATION, AND TITLE IX POLICY

1. Statement of Policy

The Connecticut State Colleges and Universities ("CSCU") is committed to providing an educational and employment environment that is free from discrimination and/or harassment based on protected characteristics, and/or retaliation, including retaliation under applicable federal and state laws for engaging in protected activity.[1] To ensure compliance with federal, state, and local civil rights laws and regulations, and to affirm its commitment to promoting the goals of fairness and equity in all aspects of its education program or activity, CSCU has developed this Discriminatory Harassment, Nondiscrimination, and Title IX Policy (the "Policy") that provides for a prompt, fair, and impartial resolution of allegations of protected characteristic discrimination, harassment, and/or allegations of retaliation. CSCU values and upholds the equal dignity of all members of its community and strives to balance the rights of all individuals when resolving allegations during what is often a difficult time for all involved.

2. Definitions

- ***College or University*.** Any of the institutions within CSCU, including Central Connecticut State University, Charter Oak State College, Connecticut State Community College, Eastern Connecticut State University, Southern Connecticut State University, and Western Connecticut State University.
- ***Complainant.*** A student or employee who is alleged to have been subjected to conduct that could constitute discrimination, harassment, and/or retaliation under this Policy; or a person other than a student or employee who is alleged to have been subjected to conduct that could constitute discrimination, harassment, and/or retaliation under this Policy and who was participating or attempting to participate in CSCU's education program or activity at the time of the alleged discrimination, harassment and/or retaliation.

[1] This Policy does not cover whistleblower retaliation complaints. Reports concerning corruption, unethical practices, mismanagement, violation of State laws and regulations, gross waste of funds, abuse of authority or danger to the public safety in any in any College or University, may be submitted to the State Auditors of Public Accounts, as authorized under the Whistle Blower Act, Gen. Stat. 4-61dd. Individuals may file a whistleblower retaliation complaint by visiting the Auditors of Public Accounts website.

- ***Complaint.*** An oral or written request to CSCU that can objectively be understood as a request for CSCU to investigate and make a determination about allegations of discrimination, harassment, and/or retaliation under this Policy.
- ***CSCU.*** The Connecticut State Colleges and Universities, which includes the CSCU system office, and any and all specific Colleges or Universities within the CSCU. For purposes of this Policy, the term "CSCU" could mean the CSCU system or any College or University interchangeably.
- ***Education Programs and Activities*****.** Locations, events, or circumstances in which CSCU exercises substantial control over both the Respondent and the context in which the conduct occurred.
- ***Informal Resolution.*** A resolution to a Report or Complaint agreed to by the Parties and CSCU that occurs prior to a final determination in the Resolution Process.
- ***Parties.*** The Complainant(s) and Respondent(s), collectively.
- ***Protected Characteristic*****.** Any characteristic for which a person is afforded protection against discrimination and/or harassment by law or CSCU Policy.
- ***Report.*** When a faculty, staff, student, or third party informs CSCU of conduct that reasonably may constitute discrimination, harassment, and/or retaliation under this Policy.
- ***Resolution Process.*** The investigation and resolution, including informal resolution, of allegations of discrimination, harassment, and/or retaliation under this Policy.
- ***Respondent.*** A person who is alleged to have engaged in conduct that could constitute discrimination, harassment, and/or retaliation for engaging in protected activity under this Policy.
- ***Supportive Measures*****.** Non-disciplinary, non-punitive individualized services offered as appropriate and reasonably available. They are offered, without fee or charge to the Parties, to restore or preserve access to CSCU's education program or activity, including measures designed to protect the safety of all Parties and/or the CSCU educational environment and/or to deter discrimination, harassment, and/or retaliation.
- ***Title IX/Equity Coordinator***. At least one official designated by a College or University to ensure compliance with Title IX and other federal and state civil rights laws and institutional compliance with this Policy. References to the Title IX/Equity Coordinator throughout this Policy may include the Title IX/Equity Coordinator's designee.

3. Notice of Nondiscrimination

CSCU complies with all federal, state, and local laws, regulations, and ordinances prohibiting discrimination, harassment, and/or retaliation, including retaliation for engaging in protected activity, in public post-secondary education institutions. CSCU does not discriminate against any employee, applicant for employment, student, or applicant for admission on the basis of actual

or perceived age, ancestry, color, gender expression, gender identity, genetic information and/or family medical history, intellectual disability, learning disability, parental, family or marital status, past or present history of mental disability, physical disability, pregnancy or related conditions, race or national origin, religion or creed, sex, sexual orientation, veteran or military status, arrest and/or criminal conviction status, lawful source of income, citizenship or immigration status, or any other protected characteristic under applicable local, state, or federal law, including protections for those opposing discrimination or participating in any grievance process within the institution, with the Equal Employment Opportunity Commission and/or the Connecticut Commission on Human Rights and Opportunities ("CHRO").

This Policy prohibits discrimination, harassment, and/or retaliation in access to employment and/or educational opportunities. Therefore, any act by CSCU or a member of the CSCU community that denies, deprives, unreasonably interferes with or limits a person's education or employment, residential, and/or social access, benefits, and/or opportunity based upon that person's actual or perceived protected characteristic(s), is in violation of this Policy. CSCU will promptly and effectively address any such discrimination, harassment, and/or retaliation when it has knowledge and/or notice of it using procedures promulgated pursuant to this Policy.

4. Key CSCU Contacts

CSCU has identified the Executive Director of EEO and Civil Rights/Title IX Coordinator to coordinate the System's compliance with federal, state, and other civil rights laws and policies.

Each College or University has identified a Title IX/Equity Coordinator to coordinate civil rights compliance and the Resolution Process.[2] The Vice-President of Diversity, Equity and Inclusion serves as the Title IX/Equity Coordinator for Connecticut State Community College ("CCSC"). Each CSCC campus has a Deputy Title IX/Equity Coordinator to support civil rights compliance and programming for their institution.

Collectively, these individuals are responsible for providing comprehensive nondiscrimination education and training; coordinating a timely, thorough, and fair Resolution Process of all alleged prohibited conduct under this Policy; and monitoring the effectiveness of this Policy and related procedures to ensure that CSCU's education and employment environments are free from discrimination, harassment, and/or retaliation.

[2] Note that individuals who serve as Title IX/Equity Coordinator for the institutions may have additional job titles and functions, as well. Although other staff from institutions may support related procedures under this Policy, all faculty and staff are always encouraged to coordinate efforts with their institution's Title IX/Equity Coordinator.

5. Applicability and Jurisdiction

This Policy applies to all faculty, staff, employees, students (as currently defined in the BOR/CSCU Student Code of Conduct),[3] and other individuals participating in or attempting to participate in the CSCU's education programs and activities, including but not limited to contractors, vendors, visitors, guests, or other third parties. This Policy may be applied to incidents, patterns or practices, and/or institutional culture/climate, all of which may be addressed in accordance with this Policy. This Policy applies to the CSCU's education programs and activities, circumstances where CSCU has disciplinary authority, and to misconduct occurring within any building owned or controlled by an officially recognized student organization (as defined in the BOR/CSCU Student Code of Conduct).

This Policy shall apply on and off CSCU campus property, at CSCU-sponsored activities, and at activities conducted by officially recognized student organizations. This also applies to conduct that occurs online and through other forms of electronic communication and social media. CSCU is more likely to exercise jurisdiction off-campus if the conduct poses a threat to anyone's health, safety, or security, could negatively affect the mission or reputation of CSCU, poses a threat of undermining CSCU's educational process, involves an alleged violation of local, state or federal law, or if CSCU is required to do so by law.

This Policy applies to alleged incidents of discrimination, harassment, sex-based harassment, and/or retaliation that occur after August 1, 2024. For alleged incidents of sexual misconduct occurring prior to August 1, 2024, CSCU shall apply the policies promulgated by the Board of Regents at the time the alleged incident occurred, and procedures promulgated pursuant to those policies. All policies and procedures may be obtained by contacting the Executive Director of EEO and Civil Rights/Title IX Coordinator.

For disciplinary action to be issued under this Policy, the Respondent must be a CSCU faculty member, staff, or student subject to CSCU's disciplinary authority. If the Respondent is unknown or is not a member of CSCU, the Title IX/Equity Coordinator will offer to assist the Complainant in identifying appropriate campus and local resources and support options and will implement appropriate supportive measures and/or remedial actions (e.g., trespassing a person from campus). The Title IX/Equity Coordinator can also assist in contacting local or campus law enforcement if the Complainant would like to file a police report about criminal conduct.

[3] Under the BOR/CSCU Student Code of Conduct at the time of the adoption of this Policy: "Student" means any person who has been notified of their acceptance for admission, registered, enrolled, or attending any College or University course or program. This applies whether enrollment is full-time or part-time; whether the course(s) occur on-campus, online, or at an off-campus instructional site (domestically, or internationally such as students studying abroad); and whether the student is pursuing undergraduate, graduate, non-degree seeking, post- graduate, or professional studies. This may also apply to any person who resides in a College or University residence hall. Persons who withdraw or otherwise depart a College or University after allegedly violating the Student Code are still considered students for the purpose of resolution through this Student Code. For the purposes of applying this Student Code, the Chief Student Conduct Officer, or designee, may use discretion in determining if the person's "student" designation and will have the authority to make any final determination as to whether or not a person is a "student." Generally, a student is not considered to have a continuing relationship if a student has not been enrolled in classes at a College or University for three (3) or more consecutive terms.

When a Respondent is enrolled in or employed by another institution, the Title IX/Equity Coordinator may assist the Complainant in contacting the appropriate individual at that institution, as it may be possible for the Complainant to pursue action under that institution's policies.

Similarly, the Title IX/Equity Coordinator may be able to assist and support a student, faculty, or staff Complainant who experiences discrimination, harassment, and/or retaliation in an externship, study abroad program, or other environment external to CSCU where harassment and/or nondiscrimination policies and procedures of the facilitating or host organization may give the Complainant recourse. If there are effects of that external conduct that impact a CSCU faculty, staff, or student's work or educational environment, those effects may be addressed remedially by the Title IX/Equity Coordinator, if brought to their attention.

6. Prohibited Conduct

CSCU faculty, staff, and students are entitled to an employment and educational environment that is free of discrimination, harassment, and/or retaliation. This Policy is not meant to inhibit or prohibit educational content or discussions inside or outside of the classroom that include germane, but controversial or sensitive subject matters protected by the First Amendment or principles of academic freedom. When speech or conduct may be protected by the First Amendment and/or academic freedom, including speech in a public setting and/or speech that is also motivated by political or religious belief, CSCU may nevertheless have an obligation to respond and offer supportive measures for those impacted.

CSCU may communicate its opposition to stereotypical, derogatory opinions; provide counseling and support for students affected by such harassment; or take steps to establish a welcoming and respectful campus environment, which could include making clear that CSCU values the diversity and inclusion of individuals of all backgrounds across the entire CSCU system.

All definitions of prohibited conduct below encompass actual and/or attempted offenses. Violation of any other CSCU policies may constitute discrimination or harassment when motivated by actual or perceived protected characteristic(s), and the result is a limitation or denial of employment or educational access, benefits, or opportunities.

A. **Discrimination** is different treatment with respect to an individual's employment or participation in an education program or activity based, in whole or in part, upon the individual's actual or perceived protected characteristic. Discrimination also includes allegations of a failure to provide reasonable accommodations as required by law or policy, such as for disability, religion, or creed. Discrimination can take two primary forms:
    - **Disparate Treatment Discrimination:** Any intentional differential treatment of a person or persons that is based on an individual's actual or perceived protected characteristic and that excludes an individual from participation in;

denies the individual benefits of; or otherwise adversely affects a term or condition of an individual's participation in a CSCU program or activity.

- **Disparate Impact Discrimination:** Disparate impact occurs when policies or practices that appear to be neutral unintentionally result in a disproportionate impact on a protected group or person that excludes an individual from participation in; denies the individual benefits of; or otherwise adversely affects a term or condition of an individual's participation in a CSCU program or activity.

B. **Discriminatory Harassment** is unwelcome conduct based on actual or perceived protected characteristic(s), that based on the totality of the circumstances, is subjectively and objectively offensive, and is so severe, persistent, or pervasive, that it limits or denies a person's ability to participate in or benefit from a CSCU program or activity.

C. **Sex-based Harassment** is a form of sex discrimination and means sexual harassment and other harassment based on sex,[4] including sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, and gender identity; sexual assault, dating violence, domestic violence, and stalking.

- **Quid pro quo:** an employee agent, or other person authorized by CSCU, to provide an aid, benefit, or service under a CSCU program or activity, explicitly or impliedly conditioning the provision of such aid, benefit, or service, on a person's participation in unwelcome sexual conduct.

- **Hostile Environment Harassment:** unwelcome sex-based conduct, that based on the totality of the circumstances, is subjectively and objectively offensive, and is so severe or pervasive, that it limits or denies a person's ability to participate in or benefit from the CSCU's education program or activity.

- **Sexual Assault:** Any sexual act, including Rape, Sodomy, Sexual Assault with an Object, or Fondling directed against another person, without the consent of the victim, including instances where the victim is incapable of giving consent; also, unlawful sexual intercourse.

[4] Throughout this Policy, "based on sex" means conduct that is sexual in nature, or that is directed to the Complainant because of his/her/their actual or perceived sex or gender identity.

a. **Rape:** Penetration, without the consent of the Complainant, including instances where the Complainant is incapable of giving consent because of their age or because of their temporary or permanent mental or physical incapacity.

b. Sodomy: Oral or anal penetration, of the Complainant by the Respondent, without the consent of the Complainant, including instances where the Complainant is incapable of giving consent because of their age or, because of their temporary or permanent mental or physical incapacity.

c. **Sexual Assault with an Object:** Respondent's use of an object or instrument to unlawfully penetrate, however slightly, the genital or anal opening of the body of the Complainant, without the consent of the Complainant, including instances where the Complainant is incapable of giving consent because of their age or because of their temporary or permanent mental or physical incapacity.

d. **Fondling:** The touching of the private body parts (breasts, buttocks, groin) of the Complainant by the Respondent or causing the Complainant to touch the Respondent's private body parts intentionally for a sexual purpose without the consent of the Complainant, including instances where the Complainant is incapable of giving consent because of their age or because of their temporary or permanent mental incapacity or physical incapacity.

e. **Incest**: Nonforcible sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by Connecticut law.

f. **Statutory Rape**: Nonforcible sexual intercourse with a person who is under the statutory age of consent in Connecticut.

D. **Dating Violence:** Violence[5] committed by a Respondent, who is in or has been in a social relationship of a romantic or intimate nature with the Complainant; and where the existence of such a relationship shall be determined based on a consideration of the following factors: length of the relationship, type of relationship, and/or frequency of the interaction between the Parties involved in the relationship.

[5] For purposes of this Policy, violence is defined as intentionally or recklessly causing the Complainant physical, emotional, or psychological harm. Legitimate use of violence for self-defense is not chargeable under this Policy because the purpose is safety, not harm. Consensual use of violence, such as in kink relationships, would also not meet this definition, in most circumstances.

E. **Domestic Violence:** Felony or misdemeanor crimes committed by a person who: is a current or former spouse or intimate partner of the Complainant under the family or domestic violence laws of Connecticut, or a person similarly situated to a spouse of the Complainant; is cohabitating with, or has cohabitated with, the Complainant as a spouse or intimate partner; shares a child in common with the Complainant; or commits acts against a youth or adult Complainant who is protected from those acts under the family or domestic violence laws of Connecticut.

F. **Stalking:** engaging in a course of conduct[6] based on sex, that is directed at the Complainant that would cause a reasonable person to fear for the person's safety, or the safety of others; or suffer substantial emotional distress.

G. **Sexual exploitation**[7] occurs when the Respondent takes non-consensual or abusive sexual advantage of another for anyone's advantage or benefit other than the person being exploited, and that behavior does not otherwise constitute one of the preceding offenses. Examples of behavior that could rise to the level of sexual exploitation include, but are not limited to:
    - Sexual voyeurism (such as observing or allowing others to observe a person undressing or using the bathroom or engaging in sexual acts, without the consent of the person being observed)
    - Knowingly making an unwelcome disclosure of (or threatening to disclose) an individual's sexual orientation, gender identity, or gender expression
    - Taking pictures, video, or audio recording of another in a sexual act, or in any other sexually related activity when there is a reasonable expectation of privacy during the activity, without the consent of all involved in the activity; or exceeding the boundaries of consent (such as allowing another person to hide in a closet and observe sexual activity, or disseminating sexual pictures without the photographed person's consent), including the making or posting of non-consensual pornography
    - Prostituting another person
    - Engaging in sexual activity with another person while knowingly infected with human immunodeficiency virus (HIV) or a sexually transmitted disease (STD) or infection (STI), without informing the other person of the virus, disease, or infection

[6] For purposes of this definition, "A 'course of conduct' requires that there be more than one incident and the conduct must be directed at a specific person. Stalking can occur in person or using technology, and the duration, frequency, and intensity of the conduct should be considered. Stalking tactics can include, but are not limited to watching, following, using tracking devices, monitoring online activity, unwanted contact, property invasion or damage, hacking accounts, threats, violence, sabotage, and attacks. Merely annoying conduct, even if repeated, is a nuisance, but is not typically considered to be stalking.

[7] Sexual exploitation is further defined as a crime in Connecticut State Law.

- Causing or attempting to cause the incapacitation of another person (through alcohol, drugs, or any other means) for the purpose of compromising that person's ability to give consent to sexual activity, or for the purpose of making that person vulnerable to non-consensual sexual activity
- Misappropriation of another person's identity on apps, websites, or other venues designed for dating or sexual connections (e.g., spoofing)
- Forcing a person to take an action against that person's will by threatening to show, post, or share information, video, audio, or an image that depicts the person's nudity or sexual activity
- Knowingly soliciting a minor for sexual activity
- Engaging in sex trafficking
- Knowingly creating, possessing, or disseminating child sexual abuse images or recordings
- Creating or disseminating synthetic media, including images, videos, or audio representations of individuals doing or saying sexually-related things that never happened, or placing identifiable real people in fictitious pornographic or nude situations without their consent (i.e., Deepfakes)
- Creating or disseminating images or videos of child sexual abuse material

H. Retaliation: Adverse action, including intimidation, threats, coercion, or discrimination, against any person, by the CSCU, any student, employee, or a person authorized by CSCU to provide aid, benefit, or service under CSCU's education programs or activities, for the purpose of interfering with any right or privilege secured by law or Policy, or because the person has engaged in protected activity, including reporting information, making a Complaint, testifying, assisting, or participating or refusing to participate in any manner in an investigation or Resolution Process pursuant to this Policy, including an informal resolution, or in any other appropriate steps taken by CSCU to promptly and effectively end any discrimination, harassment, and/or retaliation in its education programs or activities, prevent its recurrence, and/or remedy its effects.

I. Unauthorized Disclosure:[8] Distributing or otherwise publicizing materials created or produced during an investigation or Resolution Process except as required by law or as expressly permitted by CSCU; or publicly disclosing a party's personally identifiable information without authorization or consent.

[8] Nothing in this section restricts the ability of the Parties to: obtain and present evidence, including by speaking to witnesses (as long as it does not constitute retaliation under this Policy), consult with their family members, confidential resources, or Advisors; or otherwise prepare for or participate in the Resolution Process.

As used in this Policy, the following definition (and concepts) apply:

Consent is an understandable exchange of affirmative and clear words or actions, which indicate a willingness to voluntarily participate in mutually agreed upon sexual activity. Consent must be informed, freely and actively given. It is the responsibility of the initiator to obtain clear and affirmative responses at each stage of sexual involvement. Consent to one form of sexual activity does not imply consent to other forms of sexual activity. The lack of a negative response is not consent. An individual who is incapacitated by alcohol and/or other drugs both voluntarily or involuntarily consumed may not give consent. Past consent to sexual activity does not imply ongoing future consent. Consent can also be withdrawn once given, if the withdrawal is reasonably and clearly communicated. If consent is withdrawn, sexual activity should cease within a reasonably immediate time.

Consent cannot be given if any of the following are present: Force, Coercion, or Incapacitation.

A. **Force** is the use of physical violence and/or imposing on someone physically to gain sexual access. Force also includes threats, intimidation (implied threats), and/or coercion that overcome resistance.

B. **Coercion** is unreasonable pressure for sexual activity. Coercion is more than an effort to persuade, entice, or attract another person to have sex. Conduct does not constitute coercion unless it wrongfully impairs an individual's freedom of will to choose whether to participate in sexual activity.

C. **Incapacitation** is a state where an individual cannot make rational, reasonable decisions due to the debilitating use of alcohol and/or other drugs, sleep, unconsciousness, or because of a disability that prevents the individual from having the capacity to give consent. Intoxication is not incapacitation and a person is not incapacitated merely because the person has been drinking or using drugs. Incapacitation due to alcohol and/or drug consumption results from ingestion that is more severe than impairment, being under the influence, drunkenness, or intoxication. The question of incapacitation will be determined on a case-by-case basis. Being intoxicated or incapacitated by drugs, alcohol, or other medication will not be a defense to any violation of this Policy.

7. Reports/Complaints of Discrimination, Harassment and/or Retaliation

A Report provides notice to CSCU of an allegation or concern about discrimination, harassment, and/or retaliation and provides an opportunity for the Title IX/Equity Coordinator to provide

information, resources, and supportive measures. A Complaint provides notice to CSCU that the Complainant would like to initiate an investigation or other appropriate resolution procedures. An individual may initially make a Report and may decide at a later time to make a Complaint. Reporting options are detailed in procedures promulgated pursuant to this Policy; however, Reports or Complaints of discrimination, harassment, and/or retaliation may be made by making a verbal or written Report or Complaint to the Title IX/Equity Coordinator.

Reporting carries no obligation to initiate a Complaint, and in most situations, CSCU may be able to respect a Complainant's request to not initiate the Resolution Process. However, there may be circumstances, such as pattern behavior, allegations of severe misconduct, or a compelling threat to health and/or safety, where CSCU may need to initiate the Resolution Process.

8. Mandated Reporting and Confidential Employees

All CSCU employees (including student-employees), other than those deemed Confidential Employees below, are Mandated Reporters and are expected to promptly report all known details of actual or suspected discrimination, harassment, and/or retaliation to the Title IX/Equity Coordinator immediately.

Complainants and other individuals should consider whether they share personally identifiable details with Mandated Reporters, as those details must be shared with the Title IX/Equity Coordinator. A Complainant who desires formal action in response to their allegations may report to any Mandated Reporter, who can connect them with resources to report alleged crimes and/or Policy violations, and Mandated Reporters will immediately notify the Title IX/Equity Coordinator (and/or police, if desired by the individual or required by law), who will act when an incident is reported to them.

CSCU makes every effort to preserve the Parties' privacy. Information related to a Report or Complaint will be shared with a limited number of CSCU employees who "need to know" in order to assist in providing supportive measures or evaluating, investigating, or resolving a Report or Complaint. All employees who are involved in the CSCU's procedures under this Policy receive specific training and guidance about sharing and safeguarding private information in accordance with federal and state law. CSCU will not share the identity of any individual who has made a Report or Complaint; any Complainant; any individual who has been reported to be the perpetrator of discrimination, harassment, and/or retaliation; any Respondent; or any witness, except as permitted by, or to fulfill the purposes, of applicable laws and regulations (e.g., Title IX), Family Educational Rights and Privacy Act (FERPA) and its implementing regulations, or as required by law; including any investigation, or resolution proceeding arising under this Policy.

Confidential Employees.[9] To enable individuals to access support and resources without filing a Complaint, CSCU has designated specific employees as Confidential Employees. Those designated by CSCU as Confidential Employees for purposes of this Policy are not required to

report actual or suspected discrimination, harassment, and/or retaliation in a way that identifies the reporting individual. They will, however, provide individuals with the Title IX/Equity Coordinator's contact information and offer options and resources without any obligation to inform an outside agency or the Title IX/Equity Coordinator unless an individual has requested the information be shared.

[9] The term "confidential" as used in this Policy differs from the use of the term "management/confidential" typically used to describe a category of employees within CSCU.

There are three categories of Confidential Employees: 1) Those with confidentiality bestowed by law or professional ethics, such as lawyers, medical professionals, clergy, and counselors; 2) Those whom CSCU has specifically designated as confidential for purposes of providing support and resources to the individual; and 3) Those conducting human subjects research as part of a study approved by an Institutional Review Board (IRB). For those in category 1), above, to be able to respect confidentiality, they must be in a confidential relationship with reporting individual, such that they are within the scope of their licensure, professional ethics, or confidential role at the time of receiving the report. These individuals will maintain confidentiality except in extreme cases of health or safety emergencies, immediacy of threat or danger or abuse of a minor, elder, or individual with a disability, or when required to disclose by law or court order.[10]

If a Complainant would like the details of an incident to be kept confidential, they may speak with the following Confidential Employees:

- Campus-based counseling center staff
- Campus-based health center staff
- Any clergy affiliated with a College or University
- Ombudspersons
- On-campus victim advocates
- Sports medicine staff/Athletic trainers

In addition, a Complainant may speak with individuals unaffiliated with CSCU without concern that Policy will require them to disclose information to the CSCU without permission such as: licensed professional counselors and other medical providers, local rape crisis counselors, domestic violence resources, local or state assistance agencies, clergy/chaplains, attorneys.

9. Supportive Measures

The Title IX/Equity Coordinator will offer and implement appropriate and reasonable supportive measures to individuals in response to reports of alleged discrimination, harassment, and/or retaliation. Supportive measures are non-disciplinary, non-punitive individualized services offered as appropriate and reasonably available. They are offered, without fee or charge to the

Parties, to restore or preserve access to CSCU's education program or activity, including measures designed to protect the safety of all individuals and/or the educational environment and/or to deter discrimination, harassment, and/or retaliation.

[10] All employees must always comply with BOR Policy 5.6, Reporting Suspected Abuse or Neglect of a Child, as applicable.

10. Standard of Proof

CSCU uses the preponderance of the evidence standard of proof when determining whether this Policy has been violated. This means that the CSCU will decide whether it is more likely than not based upon the available information at the time of the decision, that an individual is in violation of this Policy.

11. Time Limits on Reporting

There is no time limitation on providing Reports or Complaints to a Title IX/Equity Coordinator. However, if an individual is no longer subject to the CSCU's jurisdiction and/or significant time has passed, the ability to investigate, respond, and/or provide remedies may be more limited or impossible. Acting on Reports or Complaints significantly impacted by the passage of time (including, but not limited to, the rescission or revision of Policy) is at CSCU's discretion; they may document allegations for future reference, offer supportive measures and/or remedies, and/or engage in informal or formal action, as appropriate.

12. Bias and Conflicts of Interest

Title IX/Equity Coordinators are expected to act without bias and conflicts of interest. Title IX/Equity Coordinators are trained to ensure they are not biased for or against any individual in a specific Complaint, or for or against Complainants and/or Respondents, generally.

To raise any concern involving bias, conflict of interest, misconduct, or discrimination by a Title IX/Equity Coordinator, contact the Executive Director of EEO and Civil Rights/Title IX Coordinator. Concerns of bias, conflict of interest, misconduct, or discrimination by other individuals involved in administering this Policy should be raised with the Title IX/Equity Coordinator.

13. External Agency Contact Information

Concerns about the CSCU's application of this Policy and compliance with federal or state civil rights laws may also be addressed to the agencies below. Making a Report or Complaint under this Policy has no bearing on reporting to an external enforcement agency. Individuals may concurrently make reports to law enforcement, external enforcement agencies, and any other entity as appropriate to their circumstances.

Contact information for state and federal agencies where one can report discrimination, harassment, retaliation and/or sexual misconduct in the workplace or educational environment are provided below. Individuals should contact these agencies directly for information on the respective reporting process, reporting timelines, and other matters.

United States Equal Employment Opportunity Commission (EEOC)
John F. Kennedy Federal Office Building
Government Center, Room 475
Boston, MA 02203
(617) 565-3200

United States Department of Education, Office for Civil Rights (OCR)
400 Maryland Avenue, SW
Washington, D.C. 20202-1100
(800) 421-3481
Facsimile: (202) 453-6012
TDD#: (877) 521-2172
Email: OCR@ed.gov
Web: http://www.ed.gov/ocr

United States Department of Education, Office for Civil Rights (OCR) (Boston office)
33 Arch Street, Ninth Floor
Boston, MA 02110
(617) 289-0111

United States Department of Justice, Civil Rights Division
950 Pennsylvania Avenue, NW
Washington, D.C. 20530-0001
(202) 514-3847 or (855) 856-1247
(TTY) (202) 514-0716

Offices of the Connecticut Commission on Human Rights and Opportunities
450 Columbus Boulevard, Suite 2, Hartford, CT 06103; (860) 566-7710
100 Broadway, Norwich, CT 06360; (860) 886-5703
55 W. Main Street, Suite 210, Waterbury, CT 06702; (203) 805-6530
350 Fairfield Avenue, 6th Floor, Bridgeport, CT 06604; (203) 579-6246

Connecticut Commission on Women, Children and Seniors, Equity & Opportunity 18-20 Trinity Street
Hartford, CT 06106
(860) 240-1424

State of Connecticut: Employee Grievance Procedure
(contact the College or University Human Resources Office or union representative for Grievance forms and/or procedures)
200 Folly Brook Boulevard
Wethersfield, CT 06109
(860) 566-3450

14. Revision of this Policy

This Policy succeeds previous policies addressing discrimination, harassment, sexual misconduct, including Statement of Title IX Policy effective 7/29/2020, and/or retaliation, though previous policies and procedures related to sexual misconduct, including the Statement of Title IX Policy, remain in force for incidents occurring before August 1, 2024. The Executive Director of EEO and Civil Rights/Title IX Coordinator is responsible for periodic review and updates to this Policy, in consultation with the Office of General Counsel and other relevant CSCU stakeholders. The BOR reserves the right to revise this Policy as necessary.

This Policy is effective July 31, 2024.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Implementation of CSCU Policies related to New Title IX Regulations

- Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy
- Affirmative Action and Equal Employment Opportunity Policy Statement

July 31, 2024

WHEREAS, the Board of Regents ("Board of Regents") and Connecticut State Colleges and Universities ("CSCU") are committed to creating a learning environment and academic community that promotes educational opportunities for all individuals; and

WHEREAS, The Board of Regents and Connecticut State Colleges and Universities are committed to leading, by example, in the areas of equal employment opportunity and affirmative action, and affirmatively seek to attract to its faculty, staff, and student body qualified persons of diverse backgrounds; and

WHEREAS, The Affirmative Action and Equal Employment Opportunity Policy Statement has been updated to comply with federal and state laws and regulations regarding types of protected classes, and includes other technical revisions; and

WHEREAS, The United States Department of Education promulgated regulations under Title IX of the Education Amendments of 1972 ("Title IX") and set forth certain specific requirements, which become effective on August 1, 2024; and

WHEREAS, The 2024 Title IX regulations have created an opportunity to realign and update CSCU Discriminatory Harassment, Nondiscrimination Title IX-related policies and procedures, and move to a unified policy to create one common community standard expectation for all members of the CSCU; and

WHEREAS, As there are numerous legal challenges underway in several states, other than Connecticut, that may affect the implementation of some or all the new Title IX regulations; and additional consultation with internal CSCU stakeholders is required to complete developing the related System-wide procedures to support the policies, with appropriate flexibility to accommodate the needs/staffing on specific campuses, it is advisable to title the Discriminatory Harassment, Nondiscrimination, and Title IX Policy as "Interim"; and

RESOLVED, that the Board of Regents approve the proposed revision to the "Affirmative Action and Equal Employment Opportunity Policy Statement" (BOR Policy 4-05); and be it further

RESOLVED, that the Board of Regents rescind the current Title IX Policy Statement (BOR Policy 4-11 dated 7-29-2020) and the current "Sexual Misconduct Reporting, Supporting Measures and Processes" Policy (BOR Policy 5-02 dated 7-29-2020) and adopt in their place the new Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy effective August 1, 2024.

ITEM

Recommendation to adopt the Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy and adopt the update to Affirmative Action and Equal Employment Opportunity Policy Statement.

BACKGROUND

The policy work before results from a convergence of issues that compel a comprehensive overhaul of policies dealing with Title IX, discriminatory harassment, nondiscrimination, and retaliation. The factors at play include:

1) The current CSCU policies have long needed updating to better comply with state and federal regulations and clarify and streamline policies and procedures for everyone involved.

   CSCU staff have consistently expressed confusion and frustration with existing CSCU policies and procedures related to Title IX, non-discrimination, and Affirmative Action. In addition, there is confusion and conflicting information in the existing CSCU Title IX policy and the CSCU Student Code of Conduct. Currently, the CSCU System's Title IX policies comprise a patchwork across several Board policies, the Student Conduct Code, and employee policies. These policies have long needed revision to better support the commitment of the CSCU to provide an educational and employment environment that is free from discrimination and/or harassment based on protected characteristics, and/or retaliation. Ease of use helps not only students, faculty, and staff (and their advisors/supporters), but also those who must implement the policies and procedures on the individual campuses and in the System Office.

2) There has been a lack of clarity in policies and a lack of clear direction specifically around discriminatory harassment, nondiscrimination and retaliation.

   CSCU current patchwork of policies does not adequately address harassment and/or discrimination and/or retaliation based on all protected characteristics beyond sex as is required under various federal and state laws. As such, this is an opportune time for CSCU to address the lack of clarity around these issues at the system-level and move to a unified policy to create one common community standard for all members of the CSCU.

3) On April 19, 2024, the U.S. Department of Education promulgated new Title IX regulations that take effect on August 1, 2024, and supersede prior regulations.

   CSCU is now required to adjust policies and procedures related to Title IX to comply with these new regulations.

4) There was a committee convened by the previous Provost to review and update the Student Conduct Code.

   The details of this work are being processed through the Academic and Student Affairs Committee. However, references to Title IX are being removed to eliminate confusion.

The following summary chart may help provide clarity regarding the various policy revisions underway:

Current BOR Policy	**Updated/New BOR Policy**	**BOR Committee**
Affirmative Action BOR Policy 4-05	Reviewed and updated language	Human Resources July 17, 2024
Title IX BOR Policy 4-11 (recommended for recission)	New Interim Connecticut State Colleges and Universities Discriminatory Harassment, Nondiscrimination, and Title IX Policy	Human Resources July 17, 2024
Sexual Misconduct Reporting, Supporting Measures and Processes BOR Policy 5-02 (recommended for recission)		
Student Code of Conduct BOR Policy 2-01	Interim Student Code of Conduct is revised to update the preamble, definitions and prohibited conduct sections, which includes additional language to address protests on campuses; removes self-harm language; and removes Title IX and sexual misconduct components.	Academic & Student Affairs July 18, 2024

It is important to note that there are numerous legal challenges underway in other states that may affect the implementation of some or all the new Title IX regulations. Despite these potential legal challenges, it is our recommendation to proceed given that our current existing policies are not truly adequate to support the work in these key areas, and that we do not even have a system level policy related to non-discrimination. These policy changes are necessary – now – to improve our support and services in these key areas.

Should the Board adopt these policies, we plan to continue our work, in particular, on the Interim Discriminatory Harassment, Nondiscrimination and Title IX Policy. We are already beginning the process of developing system wide procedures to support the policies, with appropriate flexibility to accommodate the needs/staffing on specific campuses. We will continue consulting with relevant stakeholders on the policies and impacts thereof. We will adjust, as necessary, to any legal decisions that may be forthcoming. Most importantly, we will be working on efforts to train all employees on the new policies and regulations as required by the U.S. Department of Education.

ANALYSIS

The analysis centers on the key changes/updates/additions to the policies in question:

Summary of Major Changes Related to the Affirmative Action and Equal Employment Opportunity Policy Statement

- The Affirmative Action and Equal Employment Opportunity Policy Statement has been updated to comply with federal and state laws and regulations regarding types of protected classes.
- The policy has been reformatted for reading clarity.
- Typos were corrected.
- Contact information has been updated (and will need to be updated again in the near future).

Summary of Major Changes Related to Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy

The draft Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy addresses the following changes required to move CSCU from the 2020 Title IX regulations to the 2024 Title IX regulations, while retaining compliance with other federal laws (such as the Clery Act and VAWA) as well as state laws:

- *Expanded Definitions and Jurisdiction*: The 2024 Title IX regulations provide full protection from sex-based harassment and discrimination. The 2024 regulations expand the definitions of sex discrimination and sex-based harassment while also expanding Title IX jurisdiction. The 2024 amendments clarify the definition of sex-based harassment and the scope of sex discrimination to prohibit discrimination based on sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, and gender identity. Another major change in the 2024 regulations is that it defines "sex-based harassment" as a form of sex discrimination that include sexual harassment and harassment based on sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, or gender identity, that is quid pro quo harassment, hostile environment harassment, or one of four specific offenses of forms of interpersonal violence referenced in the Jeanne Clery Disclosure of Campus Security Policy and Campus Crimes Statistics Act ("Clery Act") as amended by the Violence Against Women Reauthorization Act of 2013. The 2024 regulations also require specific grievance procedures for allegations of sex/gender discrimination and retaliation to bring alignment and parity with grievance procedures used to resolve allegations of sexual harassment.

- *Sexual Orientation and Gender Identity*: The 2024 regulations now explicitly recognize that discrimination against LGBTQI+ students, employees, and others based on sexual orientation and gender identity are forms of discrimination under Title IX, bringing federal law into alignment with existing requirements under state law. The rule prohibits discrimination and harassment based on sexual orientation, gender identity, and sex characteristics in federally funded education programs. Note that the 2024 Title IX regulations do not address protections for transgender students in athletics. Instead, the

U.S. Department of Education indicates that the regulatory process for Title IX regulations related to athletics is still ongoing.

- *Pregnant and Parenting Students*: Although CSCU has policies protecting employees regarding pregnancy or related conditions, the 2024 Title IX regulations reemphasize that discrimination based on pregnancy or related conditions, including pregnant students and/or student or employee applicants, violates Title IX.

- *Evidentiary Standard of Proof:* The evidentiary standard of proof will be the preponderance of the evidence for determining whether a policy violation occurred. The preponderance of the evidence is currently the standard of proof in the BOR/CSCU Policy Regarding Sexual Misconduct Reporting, Supportive Measures and Process Policy and Title IX Grievance Procedures. Consistent with the 2024 Title IX regulations and Connecticut state law, the proposed Equal Opportunity, Harassment, and Nondiscrimination Policy ensures that all comparable proceedings equally apply the same evidentiary standard of proof in adjudicating a complaint.

- *Reporting Requirements:* All CSCU employees (including student-employees), other than those deemed Confidential Employees, are now expected to promptly report all known details of actual or suspected discrimination, harassment, and/or retaliation to the Title IX/Equity Coordinator and provide contact information for the Title IX/Equity Coordinator to affected individuals within the CSCU community.

- *Supportive Measures:* CSCU is permitted to provide supportive measures to a complainant or a respondent affected by conduct that may constitute sex discrimination, including sexual violence and other forms of sex-based harassment as long as such supportive measures are not unreasonably burdensome, are not provided for punitive or disciplinary reasons, and are designed to protect the safety of the parties or CSCU's educational environment or to provide support during the grievance procedures or during an informal resolution process.

The proposed Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy allows CSCU to have a commonly understood single standard prohibiting discrimination and/or harassment based on all protected characteristics. This will confer the following benefits:

- Prevent the "patchwork approach" of confusing, overlapping, out-of-date, and vague policies that could apply to faculty, staff, and/or students.

- Better manage risk with a consistent approach across all allegations of harassment and/or discrimination, so that CSCU institutions do not treat allegations of one kind of discrimination differently than other kinds of discrimination. Additionally, issues of

intersectionality of identity are increasingly present in this work (i.e., an individual who alleges discrimination based on more than one protected characteristic).

- Ease-of-use by practitioners across the CSCU system; consistently following policies and procedures is a key risk management issue and having a common policy and procedural framework for all to follow will enhance this goal.

- Transparency for the CSCU community regarding community standards and ease of training for faculty, staff, and students.

The 2024 Title IX regulations provide for much more flexibility regarding procedures, notably no longer requiring live hearings with advisor-led cross examination. Therefore, CSCU now can bring coherence to the procedures that CSCU institutions utilize to respond to reports and allegations of discrimination and/or harassment all with the common goal to stop the harassment/discrimination, prevent its recurrence, and remedy the effects of the harassment/discrimination. Under the supervision of Kim Pacelli as Interim Title IX Coordinator, and with legal guidance from the Office of General Counsel, CSCU practitioners are continuing to refine elements of a common procedural framework that will include:

- Clarity and ease of training for faculty and staff about their reporting responsibilities and when and where to report.

- Clarity and consistency regarding prompt follow-up following a report or disclosure, including ease conducting proper outreach and intake, clear communication to reporting individuals about resolution processes and options, ability to take quick emergency action when needed, and ease of providing immediate supportive measures, where appropriate.

- Adherence to key due process procedural requirements for formal resolution procedures under federal and state laws, as well as consistent with grievance procedures under collective bargaining agreements. Features will include:

    - Equitable treatment of complainants and respondents.
    - Conflict-of-interest and bias-free Title IX Coordinators, investigators, and decisionmakers.
    - Reasonably prompt timeframes for all major stages of the resolution process.
    - Presumption that a Respondent is not responsible until a determination is made.
    - Well-trained investigators, with flexibility to assign investigators as appropriate to address differences in institutional practices, structures, and resources.
    - Clarity regarding decision making, including ensuring that determinations regarding policy violations are made by well-trained individuals, and ensuring fidelity to existing requirements regarding sanctioning and remedies (when needed).
    - Reasonable steps to protect privacy of parties and witnesses during the grievance procedures

- Objective evaluation of relevant evidence and the exclusion of impermissible evidence.
- Written notice of allegations to the parties and written determinations at the conclusion of the resolution process.
- Burden on the recipient to gather evidence and decide what is relevant or impermissible.
- Equal opportunity for the parties to present fact witnesses and other evidence.
- Equal opportunity for the parties to access the relevant and not otherwise impermissible evidence and a reasonable opportunity to respond.
- Access to advisors.
- An appeal process.

- The procedural framework will also include hallmark elements that balance CSCU's ability to ensure that its program and activities are free from discrimination while respecting Complainant autonomy. These elements include:
  - Training for mandated reporters to ensure reports are vetted by Title IX/Equity Coordinators who can determine appropriate next steps that balance the need for autonomy against the safety concerns/concern for the community at-large.
  - Inclusion of a small subset of employees who are available to provide confidential assistance.
  - Enhanced features for privacy and confidentiality.
  - Reduced hurdles to informal resolution measures when appropriate and desired. Continued requirement that in cases that implicate patterns of behavior, safety concerns, minors, and more widespread impact, the institution may need to move forward with a formal grievance procedure.

Summary of Major Changes Related to the Student Code of Conduct

Changes to the Student Code of Conduct are being handled through the Academic and Student Affairs Committee.

Attachments:

- Proposed updates to the Affirmative Action and Equal Employment Opportunity Policy Statement
- Proposed Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy

RECOMMENDATION

Based on the above, staff recommends the following:

1. Adopt the Affirmative Action Policy Statement – revise BOR 4.05
2. Rescind the Board of Regents' Title IX Policy – BOR 4.02
3. Rescind the Board of Regents' Sexual Misconduct Policy – BOR 5.02
4. Adopt new Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy

4.3	Consensual Relationships Policy	16-114	2016-10-20

4.3 Policy on Consensual Relationships

The Board of Regents for Higher Education (BOR) of the Connecticut State Colleges and Universities' respects that the educational mission of its institutions is founded on an atmosphere of mutual trust and respect between all members of the academic community. Faculty members, as well as those individuals upon whom the institution confers managerial, supervisory, or evaluative responsibilities, (including graduate assistants or undergraduate teaching assistants) carry a special responsibility to adhere to the highest ethical and professional standards and to avoid any actions that may appear to undermine this atmosphere of trust and respect and thereby hinder the institution's educational mission.

Because of the inherent imbalance of power and need for trust, faculty members, supervisory staff, and those with evaluative authority should be aware that dating or sexual relationships that might be appropriate in other circumstances have inherent dangers when they occur between a faculty and or staff member and a student as well as when they occur between a supervisor and employee.

Such relationships can create real conflicts, are susceptible to an appearance of exploitation, and can impair the trust and integrity of the teaching, coaching, or other supervisory or evaluative relationship and may cause a perception of favoritism or bias on the part of the staff. In addition, although these relationships may begin and remain consensual, they may easily be later characterized as non-consensual and could potentially lead to sexual harassment charges.

Affirmative consent is the standard used to determine whether sexual activity was consensual. As defined by Public Act 16-106, "Affirmative consent" means an active, clear and voluntary agreement by a person to engage in sexual activity with another person.

Policy Prohibited Between Employee and Student
Consensual romantic, dating, or sexual relationships between any employee and any student over whom that employee exercises direct or otherwise significant academic, supervisory, or evaluative authority or influence are prohibited at all State Universities and Colleges. The evaluative relationship can take a variety of forms, such as teacher to student, advisor to advisee, coach to athlete, supervisor to student employee, or similar relationship.

Strongly Discouraged Between Employee and Student
Romantic, dating or sexual relationships between employees and students over whom said employee does *not* have supervisory or evaluative authority are strongly discouraged. Such relationships are not only susceptible to future conflicts of interest, but also may present the appearance of impropriety.

If this situation exists, no employee should agree to supervise or evaluate a student with whom he or she has, or formerly had, a consensual relationship. A faculty member should inform the Dean if such a student wishes to enroll in a credit bearing course that he or she is teaching so that alternate arrangements can be made. Nor should a faculty member direct the student's independent study, internship, or thesis; participate in decisions regarding grades; or write letters of recommendation or reference

Between Employee and Employee

BOR discourages employees with supervisory or evaluative authority from engaging in romantic, dating or sexual relationships with employees who they supervise or evaluate. If such a relationship exists or develops, the supervisory employee must notify his/her manager so that arrangements can be made for the unbiased supervision and evaluation of the employee. These situations are handled on a case-by-case basis and may require transfer or reassignment of one or more employees.

In the Event of a Sexual Harassment Charge

Anyone who enters into a romantic, dating or sexual relationship where a professional power differential exists must realize that if a charge of sexual harassment is subsequently filed, it may be difficult to defend the charge by claiming that there was mutual consent. Employees could be held personally liable in a criminal or civil lawsuit. Affirmative consent is the standard used to determine whether sexual activity was consensual. As defined by Public Act 16-106, "Affirmative consent" means an active, clear and voluntary agreement by a person to engage in sexual activity with another person.

Sanctions

All violations of this policy should be reported to Human Resources for investigation and appropriate administrative action, up to and including disciplinary action.

Policy Regarding Persons With Disabilities

Southern Connecticut State University affirms its policy of nondiscrimination against all persons protected by all state and federal laws, regulations and executive orders. This policy of nondiscrimination commits Southern Connecticut State University (SCSU) to achieving equal employment opportunity and full participation for employees with disabilities. No qualified person shall be excluded from consideration for employment, participation in any university program or activity, be denied the benefits of any university program or activity, or otherwise be subjected to discrimination with regard to any program or activity. This policy derives from SCSU's commitment to nondiscrimination for all persons in employment, academic programs, and access to facilities, programs, activities and services.

Existing barriers, whether physical, programmatic or attitudinal must be addressed. A person with a disability must be afforded equal employment opportunity as outlined in federal law, specifically the Rehabilitation Act of 1973 including section 504 and the Americans with Disabilities Act of 1990, as well as specific state laws on nondiscrimination found in the Connecticut General Statues and State Executive Orders 18, 11 and 9.

The ADA requires reasonable accommodations in all aspects of the employment process including application, performance of duties and benefits and privileges of employment. SCSU's efforts to accommodate people with disabilities must be measured against the goal of full participation and integration. Services and programs to promote these benefits for people with disabilities shall complement and support, but not duplicate, the university's regular services and programs. In keeping with SCSU's commitment to equal employment opportunity, the university will make reasonable accommodations for the known physical and mental limitations of otherwise qualified applicants and employees within the provisions of the prevailing state and federal statutes.

An employee with a disability seeking a reasonable accommodation should contact the Office of Diversity and Equity Programs at (203) 392-5491 to determine the appropriate process for review of the request.

Achieving full participation and integration of people with disabilities requires the cooperative efforts of all of the university departments, offices and personnel. The university shall periodically review its compliance with this policy as part of its commitment to nondiscrimination.

Policy #	Policy Name	Reso #	Date Approved
4-05	Affirmative Action and Equal Employment Opportunity Policy Statement	BR 13-117 **BR 24-079**	2013-09-19 **Revised 2024-07-31**

Affirmative Action and Equal Employment Opportunity Policy Statement

The Board of Regents of Higher Education ("Board of Regents") and Connecticut State Colleges and Universities ("CSCU") are committed to leading, by example, in the areas of equal employment opportunity and affirmative action. The Board of Regents and the Connecticut State Colleges and Universities affirmatively seek to attract to its faculty, staff, and student body qualified persons of diverse backgrounds. Additionally, the Board of Regents commits to promote representative racial and ethnic diversity among its students, faculty, administrators, and staff at public institutions of higher education. Equal employment opportunity and affirmative action are essential to achieving public higher education's goals of academic excellence and quality.

Equal Employment Opportunity

The Board of Regents is an equal employment opportunity/affirmative action employer. To ensure that employees and job applicants are not subjected to unlawful discrimination, it is the Board of Regent's policy statement to comply with all State and Federal laws and regulations that prohibit employment discrimination and mandate specific actions for the purpose of eliminating present and past discrimination. Equal employment opportunity is the purpose and goal of affirmative action.

In accordance with this Policy and as delineated by federal and Connecticut law, the Board of Regents deems equal employment opportunity to be the employment of individuals without consideration of actual or perceived age, ancestry, color, gender identity or expression, genetic information and/or family medical history, intellectual disability, learning disability, parental, family or marital status, past or present history of mental disability, physical disability, pregnancy or related conditions, race or national origin, religion or creed, sex, sexual orientation, veteran or military status, arrest and/or criminal conviction status, lawful source of income, citizenship or immigration status, status as a victim of domestic violence, workplace hazards to reproductive systems, or any other protected characteristic, including protections for those opposing discrimination or participating in any grievance process within the institution, with the Equal Employment Opportunity Commission and/or the Connecticut Commission on Human Rights and Opportunities ("CHRO"), or other factors that cannot lawfully be the basis for employment actions, unless there is a bona fide occupational qualification under applicable local, state, or federal law.

Affirmative Action

Affirmative Action is a positive program of purposeful activity undertaken with conviction and effort to overcome present effects and past practices, policies, and barriers to equal employment opportunity. Affirmative action plans and programs are designed to achieve the full and fair participation of all protected class members found to be underutilized in the workforce or adversely affected by past policies and practice.

The Board of Regent's commitment to affirmative action requires that the System Office and each College and University within the Connecticut State Colleges and Universities System make good faith efforts that may be necessary in all aspects of personnel administration to ensure that the recruitment and hiring of underrepresented individuals reflect their availability in the job market; that the causes of underutilization are identified and eliminated; that alternative approaches are explored when personnel practices have a negative impact on protected classes; and, that the terms and conditions, and privileges of employment, including upward and lateral mobility, are equitably administered.

The Board recognizes the employment difficulties experienced by individuals with disabilities and by many older people. Therefore, the Board will take necessary steps to identify and overcome areas of underutilization of such people in the workforce and to achieve their full participation in all System programs, processes, and services.

The Board of Regents is committed to ensuring that all Connecticut State Colleges and Universities services and programs are provided in a fair and impartial manner and thus has established affirmative action and equal employment opportunity as immediate and necessary system-wide objectives.

Each College and University and the System Office prepares an annual Affirmative Action Plan. The Affirmative Action Plans must comply with Connecticut law and regulations, provide a detailed, results-oriented set of procedures that blueprints a strategy to combat discrimination and implement equal employment opportunity and affirmative action goals. The objective of the Affirmative Action Plans is to set quantitative and non-quantitative goals, that promote affirmative action and/or eliminate any policy or employment practice that adversely affects protected class members.

Complete versions of the Affirmative Action Plans for each College and University within the Connecticut State Colleges and Universities System, and the Affirmative Action Plan for the System Office can be found online at: https://www.ct.edu/hr/nondiscrimination.

The Board of Regent's policies and procedures against discrimination and harassment are included in the Affirmative Action Plans along with complaint procedures. Faculty, employees, students and other individuals participating in or attempting to participate in the CSCU's education programs or activities may file complaints of discrimination, harassment, retaliation or alleged violations of this Policy may do so by contacting:

Lori Lamb, Interim Assistant Vice Chancellor for HR & Labor Relations
Phone: 860-723-0250
Address: 61 Woodland St., Hartford, CT 06105

Faculty, employees, students and others shall not be subjected to harassment, intimidation or any type of retaliation because they have (1) filed a complaint; (2) assisted or participated in an investigation, compliance review, hearing or any other activity related to the administration of any

federal, state or local law requiring equal employment opportunity; (3) opposed any act or practice made unlawful by any federal, state or local law requiring equal opportunity; (4) exercised any other legal right protected by federal state or local law requiring equal opportunity.

Accountability

The Board of Regents hereby commits to ensure that Connecticut State Colleges and Universities make every effort to implement effective Affirmative Action Plans within timetables set forth in such Plans. The Board of Regents fully expects the CSCU executive and supervisory staff to treat compliance with Federal and State of Connecticut affirmative action statutes as a top priority and take positive steps to ensure the successful implementation of the policies, procedures and objectives of affirmative action and equal opportunity throughout Connecticut State Colleges and Universities, including the System Office.

In issuing this **Affirmative Action and Equal Employment Opportunity Policy Statement**, the Board of Regents reiterates the need for affirmative action and equal opportunity and attests to the Connecticut State Colleges and Universities' determination to identify strengths and weaknesses throughout our employment system, resolve problems when they appear, recruit employees vigorously and affirmatively, and retain current employees while also helping them prepare for advancement.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Implementation of CSCU Policies related to New Title IX Regulations

- Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy
- Affirmative Action and Equal Employment Opportunity Policy Statement

July 31, 2024

WHEREAS, the Board of Regents ("Board of Regents") and Connecticut State Colleges and Universities ("CSCU") are committed to creating a learning environment and academic community that promotes educational opportunities for all individuals; and

WHEREAS, The Board of Regents and Connecticut State Colleges and Universities are committed to leading, by example, in the areas of equal employment opportunity and affirmative action, and affirmatively seek to attract to its faculty, staff, and student body qualified persons of diverse backgrounds; and

WHEREAS, The Affirmative Action and Equal Employment Opportunity Policy Statement has been updated to comply with federal and state laws and regulations regarding types of protected classes, and includes other technical revisions; and

WHEREAS, The United States Department of Education promulgated regulations under Title IX of the Education Amendments of 1972 ("Title IX") and set forth certain specific requirements, which become effective on August 1, 2024; and

WHEREAS, The 2024 Title IX regulations have created an opportunity to realign and update CSCU Discriminatory Harassment, Nondiscrimination Title IX-related policies and procedures, and move to a unified policy to create one common community standard expectation for all members of the CSCU; and

WHEREAS, As there are numerous legal challenges underway in several states, other than Connecticut, that may affect the implementation of some or all the new Title IX regulations; and additional consultation with internal CSCU stakeholders is required to complete developing the related System-wide procedures to support the policies, with appropriate flexibility to accommodate the needs/staffing on specific campuses, it is advisable to title the Discriminatory Harassment, Nondiscrimination, and Title IX Policy as "Interim"; and

RESOLVED, that the Board of Regents approve the proposed revision to the "Affirmative Action and Equal Employment Opportunity Policy Statement" (BOR Policy 4-05); and be it further

RESOLVED, that the Board of Regents rescind the current Title IX Policy Statement (BOR Policy 4-11 dated 7-29-2020) and the current "Sexual Misconduct Reporting, Supporting Measures and Processes" Policy (BOR Policy 5-02 dated 7-29-2020) and adopt in their place the new Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy effective August 1, 2024.

STAFF REPORT **Human Resources Committee**

ITEM

Recommendation to adopt the Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy and adopt the update to Affirmative Action and Equal Employment Opportunity Policy Statement.

BACKGROUND

The policy work before results from a convergence of issues that compel a comprehensive overhaul of policies dealing with Title IX, discriminatory harassment, nondiscrimination, and retaliation. The factors at play include:

1) The current CSCU policies have long needed updating to better comply with state and federal regulations and clarify and streamline policies and procedures for everyone involved.

   CSCU staff have consistently expressed confusion and frustration with existing CSCU policies and procedures related to Title IX, non-discrimination, and Affirmative Action. In addition, there is confusion and conflicting information in the existing CSCU Title IX policy and the CSCU Student Code of Conduct. Currently, the CSCU System's Title IX policies comprise a patchwork across several Board policies, the Student Conduct Code, and employee policies. These policies have long needed revision to better support the commitment of the CSCU to provide an educational and employment environment that is free from discrimination and/or harassment based on protected characteristics, and/or retaliation. Ease of use helps not only students, faculty, and staff (and their advisors/supporters), but also those who must implement the policies and procedures on the individual campuses and in the System Office.

2) There has been a lack of clarity in policies and a lack of clear direction specifically around discriminatory harassment, nondiscrimination and retaliation.

   CSCU current patchwork of policies does not adequately address harassment and/or discrimination and/or retaliation based on all protected characteristics beyond sex as is required under various federal and state laws. As such, this is an opportune time for CSCU to address the lack of clarity around these issues at the system-level and move to a unified policy to create one common community standard for all members of the CSCU.

3) On April 19, 2024, the U.S. Department of Education promulgated new Title IX regulations that take effect on August 1, 2024, and supersede prior regulations.

   CSCU is now required to adjust policies and procedures related to Title IX to comply with these new regulations.

4) There was a committee convened by the previous Provost to review and update the Student Conduct Code.

   The details of this work are being processed through the Academic and Student Affairs Committee. However, references to Title IX are being removed to eliminate confusion.

The following summary chart may help provide clarity regarding the various policy revisions underway:

Current BOR Policy	**Updated/New BOR Policy**	**BOR Committee**
Affirmative Action BOR Policy 4-05	Reviewed and updated language	Human Resources July 17, 2024
Title IX BOR Policy 4-11 (recommended for recission)	New Interim Connecticut State Colleges and Universities Discriminatory Harassment, Nondiscrimination, and Title IX Policy	Human Resources July 17, 2024
Sexual Misconduct Reporting, Supporting Measures and Processes BOR Policy 5-02 (recommended for recission)		
Student Code of Conduct BOR Policy 2-01	Interim Student Code of Conduct is revised to update the preamble, definitions and prohibited conduct sections, which includes additional language to address protests on campuses; removes self-harm language; and removes Title IX and sexual misconduct components.	Academic & Student Affairs July 18, 2024

It is important to note that there are numerous legal challenges underway in other states that may affect the implementation of some or all the new Title IX regulations. Despite these potential legal challenges, it is our recommendation to proceed given that our current existing policies are not truly adequate to support the work in these key areas, and that we do not even have a system level policy related to non-discrimination. These policy changes are necessary – now – to improve our support and services in these key areas.

Should the Board adopt these policies, we plan to continue our work, in particular, on the Interim Discriminatory Harassment, Nondiscrimination and Title IX Policy. We are already beginning the process of developing system wide procedures to support the policies, with appropriate flexibility to accommodate the needs/staffing on specific campuses. We will continue consulting with relevant stakeholders on the policies and impacts thereof. We will adjust, as necessary, to any legal decisions that may be forthcoming. Most importantly, we will be working on efforts to train all employees on the new policies and regulations as required by the U.S. Department of Education.

ANALYSIS

The analysis centers on the key changes/updates/additions to the policies in question:

Summary of Major Changes Related to the Affirmative Action and Equal Employment Opportunity Policy Statement

- The Affirmative Action and Equal Employment Opportunity Policy Statement has been updated to comply with federal and state laws and regulations regarding types of protected classes.
- The policy has been reformatted for reading clarity.
- Typos were corrected.
- Contact information has been updated (and will need to be updated again in the near future).

Summary of Major Changes Related to Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy

The draft Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy addresses the following changes required to move CSCU from the 2020 Title IX regulations to the 2024 Title IX regulations, while retaining compliance with other federal laws (such as the Clery Act and VAWA) as well as state laws:

- *Expanded Definitions and Jurisdiction*: The 2024 Title IX regulations provide full protection from sex-based harassment and discrimination. The 2024 regulations expand the definitions of sex discrimination and sex-based harassment while also expanding Title IX jurisdiction. The 2024 amendments clarify the definition of sex-based harassment and the scope of sex discrimination to prohibit discrimination based on sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, and gender identity. Another major change in the 2024 regulations is that it defines "sex-based harassment" as a form of sex discrimination that include sexual harassment and harassment based on sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, or gender identity, that is quid pro quo harassment, hostile environment harassment, or one of four specific offenses of forms of interpersonal violence referenced in the Jeanne Clery Disclosure of Campus Security Policy and Campus Crimes Statistics Act ("Clery Act") as amended by the Violence Against Women Reauthorization Act of 2013. The 2024 regulations also require specific grievance procedures for allegations of sex/gender discrimination and retaliation to bring alignment and parity with grievance procedures used to resolve allegations of sexual harassment.

- *Sexual Orientation and Gender Identity*: The 2024 regulations now explicitly recognize that discrimination against LGBTQI+ students, employees, and others based on sexual orientation and gender identity are forms of discrimination under Title IX, bringing federal law into alignment with existing requirements under state law. The rule prohibits discrimination and harassment based on sexual orientation, gender identity, and sex characteristics in federally funded education programs. Note that the 2024 Title IX regulations do not address protections for transgender students in athletics. Instead, the

U.S. Department of Education indicates that the regulatory process for Title IX regulations related to athletics is still ongoing.

- *Pregnant and Parenting Students*: Although CSCU has policies protecting employees regarding pregnancy or related conditions, the 2024 Title IX regulations reemphasize that discrimination based on pregnancy or related conditions, including pregnant students and/or student or employee applicants, violates Title IX.

- *Evidentiary Standard of Proof:* The evidentiary standard of proof will be the preponderance of the evidence for determining whether a policy violation occurred. The preponderance of the evidence is currently the standard of proof in the BOR/CSCU Policy Regarding Sexual Misconduct Reporting, Supportive Measures and Process Policy and Title IX Grievance Procedures. Consistent with the 2024 Title IX regulations and Connecticut state law, the proposed Equal Opportunity, Harassment, and Nondiscrimination Policy ensures that all comparable proceedings equally apply the same evidentiary standard of proof in adjudicating a complaint.

- *Reporting Requirements:* All CSCU employees (including student-employees), other than those deemed Confidential Employees, are now expected to promptly report all known details of actual or suspected discrimination, harassment, and/or retaliation to the Title IX/Equity Coordinator and provide contact information for the Title IX/Equity Coordinator to affected individuals within the CSCU community.

- *Supportive Measures:* CSCU is permitted to provide supportive measures to a complainant or a respondent affected by conduct that may constitute sex discrimination, including sexual violence and other forms of sex-based harassment as long as such supportive measures are not unreasonably burdensome, are not provided for punitive or disciplinary reasons, and are designed to protect the safety of the parties or CSCU's educational environment or to provide support during the grievance procedures or during an informal resolution process.

The proposed Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy allows CSCU to have a commonly understood single standard prohibiting discrimination and/or harassment based on all protected characteristics. This will confer the following benefits:

- Prevent the "patchwork approach" of confusing, overlapping, out-of-date, and vague policies that could apply to faculty, staff, and/or students.

- Better manage risk with a consistent approach across all allegations of harassment and/or discrimination, so that CSCU institutions do not treat allegations of one kind of discrimination differently than other kinds of discrimination. Additionally, issues of

intersectionality of identity are increasingly present in this work (i.e., an individual who alleges discrimination based on more than one protected characteristic).

- Ease-of-use by practitioners across the CSCU system; consistently following policies and procedures is a key risk management issue and having a common policy and procedural framework for all to follow will enhance this goal.

- Transparency for the CSCU community regarding community standards and ease of training for faculty, staff, and students.

The 2024 Title IX regulations provide for much more flexibility regarding procedures, notably no longer requiring live hearings with advisor-led cross examination. Therefore, CSCU now can bring coherence to the procedures that CSCU institutions utilize to respond to reports and allegations of discrimination and/or harassment all with the common goal to stop the harassment/discrimination, prevent its recurrence, and remedy the effects of the harassment/discrimination. Under the supervision of Kim Pacelli as Interim Title IX Coordinator, and with legal guidance from the Office of General Counsel, CSCU practitioners are continuing to refine elements of a common procedural framework that will include:

- Clarity and ease of training for faculty and staff about their reporting responsibilities and when and where to report.

- Clarity and consistency regarding prompt follow-up following a report or disclosure, including ease conducting proper outreach and intake, clear communication to reporting individuals about resolution processes and options, ability to take quick emergency action when needed, and ease of providing immediate supportive measures, where appropriate.

- Adherence to key due process procedural requirements for formal resolution procedures under federal and state laws, as well as consistent with grievance procedures under collective bargaining agreements. Features will include:

    - Equitable treatment of complainants and respondents.
    - Conflict-of-interest and bias-free Title IX Coordinators, investigators, and decisionmakers.
    - Reasonably prompt timeframes for all major stages of the resolution process.
    - Presumption that a Respondent is not responsible until a determination is made.
    - Well-trained investigators, with flexibility to assign investigators as appropriate to address differences in institutional practices, structures, and resources.
    - Clarity regarding decision making, including ensuring that determinations regarding policy violations are made by well-trained individuals, and ensuring fidelity to existing requirements regarding sanctioning and remedies (when needed).
    - Reasonable steps to protect privacy of parties and witnesses during the grievance procedures

- Objective evaluation of relevant evidence and the exclusion of impermissible evidence.
- Written notice of allegations to the parties and written determinations at the conclusion of the resolution process.
- Burden on the recipient to gather evidence and decide what is relevant or impermissible.
- Equal opportunity for the parties to present fact witnesses and other evidence.
- Equal opportunity for the parties to access the relevant and not otherwise impermissible evidence and a reasonable opportunity to respond.
- Access to advisors.
- An appeal process.

- The procedural framework will also include hallmark elements that balance CSCU's ability to ensure that its program and activities are free from discrimination while respecting Complainant autonomy. These elements include:
  - Training for mandated reporters to ensure reports are vetted by Title IX/Equity Coordinators who can determine appropriate next steps that balance the need for autonomy against the safety concerns/concern for the community at-large.
  - Inclusion of a small subset of employees who are available to provide confidential assistance.
  - Enhanced features for privacy and confidentiality.
  - Reduced hurdles to informal resolution measures when appropriate and desired. Continued requirement that in cases that implicate patterns of behavior, safety concerns, minors, and more widespread impact, the institution may need to move forward with a formal grievance procedure.

Summary of Major Changes Related to the Student Code of Conduct

Changes to the Student Code of Conduct are being handled through the Academic and Student Affairs Committee.

Attachments:

- Proposed updates to the Affirmative Action and Equal Employment Opportunity Policy Statement
- Proposed Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy

RECOMMENDATION

Based on the above, staff recommends the following:

1. Adopt the Affirmative Action Policy Statement – revise BOR 4.05
2. Rescind the Board of Regents' Title IX Policy – BOR 4.02
3. Rescind the Board of Regents' Sexual Misconduct Policy – 5.02
4. Adopt new Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy

2. Internal Communication
Section 46a-68-79

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

Southern Connecticut State University is committed to implementing its Affirmative Action Plan and to encouraging and coordinating the equity efforts at the constituent units and all public institutions of higher education. The first step in this regard is achieved by developing an acceptable Affirmative Action Plan and by making all those concerned and affected aware of the University's policies, intentions, goals, and objectives for the university-wide achievement of equity. The following procedures are utilized to assure that all affected parties are informed of and given an opportunity to comment on the contents of the University's Affirmative Action Plan. Employees had from March 15, 2025 to August 15, 2025 to comment on the plan. No comments were received on the 2024 AA plan.

It is the University's position that all its staff, during their daily activities shall be aware of the University's policy, plans, goals and objectives relevant to affirmative action. Accordingly, the following internal communication procedures are in place.

- A copy of the University's Affirmative Action Policy Statement and summary of objectives is posted and disseminated to all employees on an annual basis via electronic mail. Copies of the statement and objectives are also available in the Office of Diversity and Equity Programs as well as on the ODE website.
- The Human Resources Office provided all new employees to Southern Connecticut State University copies of SCSU policies including the University's Affirmative Action Policy, Sexual misconduct/sexual harassment Policy. In addition, new employees are also provided with a link to the website with all relevant University policies. **www.southernct.edu/faculty-staff/hr/policies.html**
- All employees are notified that a copy of the University's complete Affirmative Action Plan is available for their perusal in the Office of Diversity and Equity Programs.
- Employees may review and direct questions or comments concerning the agency's Affirmative Plan Action Plan to Affirmative Action Officer/Designee at any time during the plan year.
- Copies of the *Plan* are available in the Office of Diversity and Equity, the Office of Human Resources, and the Buley Library. A complete copy is also posted on the Office of Diversity and Equity website: http://www.southernct.edu/offices/diversity/affirmativeactionplan.html .
- A copy of the University's complete Affirmative Action Plan is made available to the President, Cabinet, and the members of the University community.
- On a regular basis the President will meet with the Affirmative Action Officer/Designee and other administrative staff to discuss the Affirmative Action Plan, clarifies responsibilities, review progress and discuss problems.

- The Director of Diversity and Equity Programs/Affirmative Action Officer will report quarterly to the President on the University's progress toward meeting affirmative action goals and objectives.
- The Director of Diversity and Equity Programs/Affirmative Action Officer discusses the Affirmative Action Plan with members of the cabinet and Deans.
- The Director of Diversity and Equity Programs/Affirmative Action Officer maintains copies of all affirmative action related internal communications and comments received and notes the date such statements were received.
- The Director of Diversity and Equity Programs/Affirmative Action Officer monitors and assumes responsibility for communicating to the University community appropriate state and federal regulations and responsibilities that ensure compliance.
- The notices listed above, and similar communications list the Affirmative Action Officer/Designee by name and address and state that: (a) all University employees have the right to a reasonable period of review and comment upon the communications regarding the University's Affirmative Action Plan and (b) that such comments should be addressed by the Affirmative Action Officer/Designee.
- The Office of the Diversity and Equity website is dedicated to providing information to employees and the website is updated regularly to reflect changes in policies and procedures.
- The Director of Diversity and Equity Programs/Affirmative Action Officer discusses the Affirmative Action/Equal Employment Opportunity Policy Statement, Sexual Harassment Policy, and the Procedures for Processing of Internal Discrimination and Sexual Harassment Complaints at the New Employee Orientations and copies of these policies are distributed to the new hires.

<u>Search Committee Trainings/presentation (virtual and in-person sessions)</u>

- The Director of Diversity and Equity Programs or staff designee meets with all search committees seeking to fill vacancies to discuss the search procedures, affirmative action goals, Anti-Bias Awareness Training, recruitment strategies, evaluation of candidates, and information on nondiscriminatory interviewing.
- The Director of Diversity and Equity Programs or staff designee answers numerous inquiries from the search committees throughout the year related to the search procedures.
- The Director of Diversity and Equity Programs meets with the Vice-Presidents, Deans, Directors, throughout the year to discuss the search procedures, affirmative action goals, recruitment strategies and their role in the search process.
- The Director of Diversity and Equity Programs participates and presents at the annual faculty workshop held for faculty search committee chairs and committee members. This is a mandatory training course for all academic departments conducting faculty searches for the academic year.
- The Director of Diversity and Equity Programs reviews and updates the search procedures to ensure committees provide clear documentation of efforts undertaken by all who serve Southern Connecticut State University to support its affirmative action policy and goals.

Diversity Training & Sexual Harassment Prevention Training

The University is in compliance with diversity training and sexual harassment training requirements. Diversity and sexual harassment training are hosted throughout the year in conjunction with timeframes of employee hiring. Diversity training is conducted by the Division of Diversity, Equity and Inclusion. The University's diversity training sessions are scheduled for faculty and staff as a component of new faculty/staff orientation. All new employees (whether or not they are supervisors) take an online sexual harassment training in addition to the in-person training.

Diversity/Sexual harassment prevention in person training for new employees was offered two times this plan year -November 8, 2024 and February 7, 2025. A total of 37 employees attended the training: 7WM, 7WF, 2BM, 5BF, 3HF, 2HM, 2AAIANHNPI M, 5AAIANHNPIF, 2UF and 2UM.

Other University programs address these issues through speakers on topics of race, ethnicity, gender, social justice, sexual harassment and through innovative programs planned for the University and community.

Southern Connecticut State University

SCSU Office of the President

POLICY STATEMENT

It is the intellectual and moral responsibility, but more importantly, the POLICY of the leadership of the Connecticut State Colleges & Universities (CSCU), to advance social justice and equity by exercising affirmative action and upward mobility. Accordingly, Southern Connecticut State University as a constituent unit of the CSCU, through this plan of affirmative action, will, with conviction and effort, undertake positively to overcome the present effect of past practices, policies, or barriers to equal employment opportunity, and to achieve the full and fair participation of women, African Americans, Hispanics, and any other protected groups found to be underutilized in the workforce or adversely impacted by system policies or practices.

Equal employment opportunity, a distinctly different matter, is employment of individuals without consideration of actual or perceived age; ancestry; color; gender identity or expression; genetic information and/or family medical history; intellectual disability, learning disability; parental, family or marital status; past or present history of a mental disability; physical disability, pregnancy or related conditions; race or national origin, religion or creed; sex, sexual orientation; veteran or military status; arrest and/or criminal conviction status (in state employment), lawful source of income, citizenship or immigration status, status as a victim of domestic violence, workplace hazards to reproductive systems, or any protected characteristic, including protections for those opposing discrimination or participating in any grievance process within the institution, with the Equal Employment Opportunity Commission and /or the Connecticut Commission on Human Rights and Opportunities, or other factors that cannot lawfully be the basis for employment actions, unless there is a bona fide occupational qualification under applicable local, state or federal law

As President of Southern Connecticut State University, I pledge to take every good faith effort to realize our goals within the timetables set forth in this plan and as required by pertinent local, state and federal legislation, detailed in the pages which follow.

Clearly, affirmative action and equal employment opportunity are immediate and necessary agency objectives for Southern Connecticut State University. We shall affirmatively provide services and programs in a fair and impartial manner. Southern ensures that affirmative action principles and practices are followed in each step of the employment process. The role of affirmative action in each step of the employment process is outlined in further detail in the body of the affirmative action plan.

Southern Connecticut State University

SCSU Office of the President

The role of the Diversity and Equity Programs Office:

- It reviews its personnel policies and procedures to ensure that barriers which unnecessarily exclude protected classes, and practices which have an illegal discriminatory impact, are identified and eliminated.

- It explores alternative approaches wherever personnel practices have a negative impact on protected groups.

- It establishes procedures for the extra effort that may be necessary to assure that the recruitment and hiring of protected group members reflect their availability in the job market.

- It administers all terms, conditions, privileges and benefits of employment in an equitable manner.

- It provides sign-off rights to the Administrative Assistant to the President for Diversity and Equity Programs at each step of the employment process.

We also recognize the hiring difficulties experienced by individuals with disabilities and by many older people. SCSU will take necessary steps to identify and overcome areas of underutilization of such people in the workforce and to achieve their full participation in all university programs, processes, and services.

All executive, administrative, and supervisory personnel are expected to satisfy their affirmative action responsibilities, in consistent with this SCSU's objective of establishing and implementing affirmative action and equal employment opportunity. All employees have the right to review and comment on the Affirmative Action Plan. A copy will be kept in Office of Diversity & Equity Programs and in the library.

The person responsible for overseeing affirmative action and equal employment opportunity is Paula Rice, Director of the Office of Diversity and Equity Programs at Southern Connecticut State University, 501 Crescent Street, Engleman B-110, New Haven, Connecticut 06515, telephone number (203) 392-5568.

This policy of nondiscrimination will not be limited to employment practices but will extend, as well, to services and programs provided by the University.

Dwayne Smith, Ph.D.
Interim President

3/21/24
Date

Southern CT State University

Policies

Continuing Notice of Nondiscrimination

Southern Connecticut State University does not discriminate on the basis of age; ancestry, color; gender identity and expression; intellectual disability; learning disability; mental disorder; physical disability; marital status, national origin; race; religious creed; sex, including pregnancy, transgender status, sexual harassment and sexual assault; sexual orientation; veteran status; or any other status protected by federal or state laws. The following person has been designated to handle inquiries regarding the non-discrimination policies: Paula Rice, Director/Title IX Coordinator, Office of Diversity & Equity Programs, Engleman B-110, New Haven, CT 06515, (203)392-5568, ricep1@southernct.edu.

Policy Regarding Persons With Disabilities

Southern Connecticut State University affirms its policy of nondiscrimination against all persons protected by all state and federal laws, regulations and executive orders. This policy of nondiscrimination commits Southern Connecticut State University (SCSU) to achieving equal employment opportunity and full participation for employees with disabilities. No qualified person shall be excluded from consideration for employment, participation in any university program or activity, be denied the benefits of any university program or activity, or otherwise be subjected to discrimination with regard to any program or activity. This policy derives from SCSU's commitment to nondiscrimination for all persons in employment, academic programs, and access to facilities, programs, activities and services.

Existing barriers, whether physical, programmatic or attitudinal must be addressed. A person with a disability must be afforded equal employment opportunity as outlined in federal law, specifically the Rehabilitation Act of 1973 including section 504 and the Americans with Disabilities Act of 1990, as well as specific state laws on nondiscrimination found in the Connecticut General Statues and State Executive Orders 18, 11 and 9.

The ADA requires reasonable accommodations in all aspects of the employment process including application, performance of duties and benefits and privileges of employment. SCSU's efforts to accommodate people with disabilities must be measured against the goal of full participation and integration. Services and programs to promote these benefits for people with disabilities shall complement and support, but not duplicate, the university's regular services and programs. In keeping with SCSU's commitment to equal employment opportunity, the university will make reasonable accommodations for the known physical and mental limitations of otherwise qualified applicants and employees within the provisions of the prevailing state and federal statutes.

An employee with a disability seeking a reasonable accommodation should contact the Office of Diversity and Equity Programs at (203) 392-5491 to determine the appropriate process for review of the request.

Achieving full participation and integration of people with disabilities requires the cooperative efforts of all of the university departments, offices and personnel. The university shall periodically review its compliance with this policy as part of its commitment to nondiscrimination.

OFFICE OF DIVERSITY & EQUITY PROGRAMS

POLICY STATEMENT ON PLURALISM

Southern Connecticut State University adopted a policy statement on pluralism which forbids acts of violence or harassment reflecting bias or intolerance based on an individual's race, religious creed, gender, sexual orientation, disability, and ethnic or cultural origin. The University has also adopted procedures for investigating complaints of acts of intolerance brought by students or staff.

Southern Connecticut State University endorses the Connecticut State University Policy Regarding Racism and Acts of Intolerance. That policy is:

The Connecticut State University declares:

Institutions within the Connecticut State University have a duty to foster tolerance;

The promotion of racial, religious, and ethnic pluralism within the University is the responsibility of all individuals within the University community:

Every person within the University community should be treated with dignity and assured security and equality;

Individuals may not exercise personal freedom in ways that invade or violate the rights of others;

Acts of violence and harassment reflecting bias or intolerance of race, religious creed, gender, sexual orientation, disability, and ethnic or cultural origins are unacceptable;

and

The University shall take appropriate corrective action if such acts of violence or harassment occur.

Anyone who has a complaint alleging an act of violence or harassment based on race, religious creed, gender, sexual orientation, disability, or ethnic or cultural origin should contact the Office for Diversity and Equity Programs at Engleman B-110, (203) 392-5491.

Discrimination and Sexual Harassment Prevention Policy Statement

It is the policy of Southern Connecticut State University does not discriminate on the basis of age; ancestry, color; gender identity and expression; intellectual disability; learning disability; mental disorder; physical disability; marital status, national origin; race; religious creed; sex, including pregnancy, transgender status, sexual harassment and sexual assault; sexual orientation; veteran status; or any other status protected by federal or state laws. Discrimination includes harassment on any basis mentioned above, and sexual harassment as defined in the Connecticut General Statutes, U.S. EEOC Guidelines of Sexual Harassment, and in Title IX of the Higher Education Amendments of 1972. Discrimination or harassment will not be tolerated at Southern Connecticut State University, whether by faculty, students or staff, or by others while on property owned by or under the control of the University.

The purpose of this policy is to help prevent acts of discrimination/harassment and to offer students and employees who believe they have experienced discrimination or harassment a means to promptly redress any such claim. The University's goal is to end the discrimination or harassment and promote a learning and working environment free of discrimination and harassment.

Any employee, student, or applicant for employment or admission to the University, who believes that he or she has been discriminated against or harassed as defined by this policy may file a complaint by following the Procedures for Discrimination and Harassment Complaints available at SouthernCT.edu/diversityequity. Inquiries regarding the university's compliance with state and federal laws regarding discrimination may be directed to the Director/Title IX Coordinator in the Office of Diversity and Equity Programs at (203) 392-5568 at Southern Connecticut State University; the Commission of Human Rights and Opportunities, West Central Region Office, 55 West Main St., Suite 210, Waterbury, CT 07602 (203) 803-6530; or the Office of Civil Rights, United States Department of Education, 8th Floor, 5 Post Office Square, Boston, MA 02109-3921, (617) 289-0111, ocr.boston@ed.gov.

Policy and Procedures Governing Sexual Harassment

Section 1. Purpose

Southern Connecticut State University reaffirms and emphasizes its commitment to maintain a workplace and educational environment free from sexual harassment. Sexual harassment is reprehensible and subverts the mission of the university and will not be tolerated at Southern Connecticut State University. It threatens the careers of faculty and staff, and the educational experience of our students. The purpose of this policy is to prevent sexual harassment and to offer students and employees who believe they have been sexually harassed a means to redress any such claim with the goal of ending the harassment and providing an environment conducive to learning and working. Retaliation against an individual who complains about sexual harassment or who cooperates with an investigation of a complaint is unlawful and, if found to have occurred, will not be tolerated by the University.

Section 2. Statutory Authority

Sexual harassment is prohibited by Title IX of the Education Amendments of 1972, Title VII of the Civil Rights Act of 1964, Section 46a-60 of the General Statutes of Connecticut and University policy. It is the intention of the University to take whatever appropriate action may be needed to prevent, correct, and if necessary, discipline behavior that violates this policy.

Section 3. Policy Statement

All members of the University community shall conduct themselves in an appropriate manner with concern, dignity and respect for others. The University community includes students, employees, and non-employees when they conduct business on University property.

Sexual harassment may occur between employee and employee, employee and student, or student and student. Complaints of sexual harassment within the University will be taken seriously and investigated. Any member of the University community who violates this policy is subject to the full range of disciplinary action. Sexual harassment in some instances need not be intentional to violate this policy.

In the event of a charge of sexual harassment, a defense based upon consent when the facts establish an employee/student or supervisor/employee relationship existed will be given little weight. Since any significant power differential between members of the University community makes voluntary consent questionable, members of the faculty and staff are expected to be aware of their professional responsibilities and avoid apparent or actual conflict of interest.

An individual with a complaint concerning sexual harassment has a right to be heard. By means of these procedures, the university provides an opportunity for an individual (Complainant), without

fear of retaliation, to express a complaint and to seek a prompt and equitable resolution while protecting the rights of the person against whom the complaint has been filed (Respondent). These procedures shall be available to any person who, at the time of the act complained of, was an employee, student, or applicant for employment or admission to the University.

Section 4. Definition of Sexual Harassment

"Any unwelcomed sexual advances or requests for sexual favors or any conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual or (3) such conduct has the purpose or affect of substantially interfering with an individual's work or academic performance or creating an intimidating hostile or offensive working environment." In an academic setting sexual harassment would also include any unwelcome sexual advances or requests for sexual favors or any conduct of a sexual nature when submission to or rejection of such conduct by an individual might affect academic or personnel decisions that are subject to the influence of the person making the proposal.

The law currently recognizes two forms of sexual harassment:

Quid Pro Quo

Unwelcomed sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when:

Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's academic work or employment; orSubmission to or rejection of such conduct by an individual is used as the basis of employment or academic decisions affecting such individuals; and

Hostile Environment

Such contact affects or interferes with an individual's work or academic performance or creates an intimidating, hostile or offensive academic or working environment. Hostile environment sexual harassment involves speech or conduct that is directed at someone because of their gender and/or is conduct of a sexual nature. Such speech or conduct includes but is not limited to unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature.

Such speech or conduct is reasonably regarded as offensive and substantially impairs the academic or work opportunity of students, colleagues or co-workers. In all contexts it must also be persistent and/or pervasive. This policy shall not be interpreted so as to constitute interference with academic freedom.

In addition, this policy covers:

Gender Harassment

Gender harassment is a form of sexual harassment which consists of discriminatory behavior towards an individual based on gender. It includes the use of sexist language, illustrations, examples and

gestures that demonstrate discriminatory behavior. Sexually-related conduct forms the basis of a sexual harassment claim if a reasonable person of the same gender would consider the actions sufficient to interfere unreasonably with the academic and/or employment performance of the Complainant.

Section 5. Examples of Possible Sexual Harassment

When any unwanted, unwelcome, or unsolicited sexual conduct is imposed on a person who regards it as offensive or undesirable, it may be sexual harassment. Sexual harassment may include but is not limited to:

Direct unwanted propositions of a sexual nature;Direct or implied threats that submission to sexual advances is a condition of employment, promotion or advancement in grades, letters of recommendation, scholarships or any related matter;A pattern of conduct intentionally intended and/or which has the effect of humiliating another that includes examples of the following; comments of a sexual nature; sexually explicit statements, questions, anecdotes, jokes, pictures, or other written materials;A pattern of conduct that would humiliate another (using the reasonable person standard) which would include the following: unnecessary touching, patting, hugging, or brushing against another's body, remarks of a sexual nature about a person's clothing or body, or remarks about sexual activity or speculations about sexual experiences.

Section 6. Confidentiality

The University is committed to take corrective action when it becomes aware of a problem involving sexual harassment. Individuals are strongly encouraged to come forward with complaints regarding sexual harassment and to seek assistance from University officials. The University cannot insure confidentiality upon receipt of a complaint of sexual harassment; however, dissemination of information relating to the case should be limited, in order that the privacy of all individuals involved is safeguarded as fully as possible to the extent permitted by law. The University will enforce compliance with the non-retaliation provision of this policy. The University may proceed to investigate a complaint without the consent of the individual who originally filed the complaint.

The University Counseling Service and the Women's Center are available to provide assistance and guidance to individuals who have complaints about sexual harassment. An individual who comes to a member of the staff or counselor with a concern regarding alleged sexual harassment will be encouraged to file a sexual harassment complaint. However, the counselor will to the extent permitted by law, upon the individual's request, maintain the confidentiality of the information provided to the counselor.

Section 7. Complaint Procedures

A complaint alleging a violation of this policy should be filed following the university Procedures for discrimination and Harassment Complaints.

Section 8. Retaliation

Swift and appropriate action will be taken against any member of the University community who is found to have retaliated against any other member of the University community because he/she reported sexual harassment, assisted in the investigation of a sexual harassment complaint, or testified or otherwise participated in a proceeding or hearing relating to an allegation of sexual harassment within the University. Retaliation may include, but is not limited to, any form of hostility, intimidation, reprisal or harassment.

Section 9. Alternative Legal Remedies

Nothing contained in the Policy is intended to deny any member of the University community the right to pursue other avenues of recourse in the event he/she believes that he/she has experienced sexual harassment. Such recourse may include filing charges with a state or federal enforcement agency, or initiating civil or criminal action under state and federal law.

Section 10. Dissemination of Policy

This Policy shall be conspicuously posted throughout each school building in areas accessible to students, faculty and staff members. This policy shall appear in the student handbook and the Faculty Resource Guide and shall be reviewed periodically for compliance with state and federal law.

FOR FURTHER INFORMATION ABOUT THIS POLICY OR FOR HELP WITH A SEXUAL HARASSMENT PROBLEM, CONSULT - The Director, Office of Diversity and Equity Programs, Paula Rice, Engleman B110 , (203) 392-5568.

For more general information, you may contact the Connecticut Commission on Human Rights and Opportunities, 21 Grand Street, Hartford, CT 06106; (860) 541-3400, the Equal Employment Opportunity Commission, One Congress Street, 10th Floor, Suite 1001, Boston, Massachusetts, 02114; (800) 669-4000, (617) 565-3200 or the Department of Education, Boston Office, Office of Civil Rights, Room 222, J W McCormack Building, Post Office and Court House, Boston, MA 02109; (617) 223-9662.

The policy will include an appendix with names and addresses of university officials, student counseling, Women's Center, etc. that can be changed as needed.

Diversity and Equity

Diversity and Equity
Affirmative Action
Affirmative Action Plan
Americans with Disabilities (ADA) Policy
Discrimination Complaint Procedures
Policies and Procedures
Campus Climate Surveys »
Search Processes
Sexual Misconduct Reporting
Title IX »
Training
Contact

Affirmative Action Plan

- 2024 Affirmative Action Plan
- 2023 Affirmative Action Plan
- 2022 Affirmative Action Plan
- 2021 Affirmative Action Plan
- 2020 Affirmative Action Plan
- 2019 Affirmative Action Plan
- 2018 Affirmative Action Plan
- 2017 Affirmative Action Plan
- 2016 Affirmative Action Plan
- 2015 Affirmative Action Plan
- 2014 Affirmative Action Plan
- 2013 Affirmative Action Plan

As an agency of the State of Connecticut, Southern is hereby communicating to all employees that we are an affirmative action/equal opportunity employer. Each year in accordance with section 46a-68-79 of the Commission on Human Rights and Opportunities Regulations, the University's Affirmative Action Policies and Affirmative Action Plan are made available for review to the Southern Connecticut State University campus community. To meet our affirmative action commitments, we are inviting you to review the current SCSU Affirmative Action Plan and AAP Summary. Copies are available on-line, and hard copies are available in the Office of Diversity & Equity and Buley Library.

Any comments regarding the Affirmative Action Plan should be directed to Paula Rice, Director of the Office of Diversity and Equity Programs. Ms. Rice is the person designated with the responsibility and authority to administer and monitor our Affirmative Action Program. We solicit and appreciate any comments you may have regarding our plan and/or suggestions you might have concerning how we might be more successful in achieving our affirmative action goals. Comments on the current plan will be accepted until August 15th .

Affirmative Action Plan and AAP Summary

As state of Connecticut agency, the University is required to prepare an annual Affirmative Action Plan in accordance with Connecticut General Statute (CGS), Section 46a-68. The plan is submitted and reviewed by the Connecticut Commission on Human Rights and Opportunities. The Plan articulates the University's strategy to implement affirmative action in employment and to combat discrimination. The objectives of the Plan are to establish goals, which promote affirmative action and eliminate any policy or employment practice that adversely affects members of protected classes.

The Affirmative action plan year for SCSU is May1- April 30. The plan to be submitted August 30, annually. The AAP consist of the following sections:

Section 46a-68-78 Policy Statement

The Policy Statement describes the University's commitment to Affirmative Action and Equal Opportunity. The Policy Statements included in the Affirmative Action Plan (Plan) are signed each year by the President. ODE reviews them for potential changes prior to his signature.

Section 46a-68-79 Internal Communication

Information in this section summarizes activities undertaken to communicate the University's commitment to Affirmative Action to the internal community. The University's policy statements are publicized annually to all members of the University community. The full version of the Plan is available in libraries and The Office of Diversity and Equity for review and comment.

Section 46a-68-80 External Communication

This section details the various methods by which the University publicizes its commitment to affirmative action to external constituencies. These include, but are not limited to, employment recruiting sources, bidders, vendors, contractors, subcontractors, collective bargaining units which represent University employees, and others. This section includes the Department of Purchasing annual report regarding contract compliance.

Section 46a-68-81 Assignment of Responsibility

This section identifies the individuals and departments in the University with duties and responsibilities, both wholly or in part, relating to promoting affirmative action policies and assuring compliance, including the development and implementation of the Plan.

Section 46a-68-82 Organizational Analysis

Authorized position titles are grouped with other classifications having similar job content, salary ranges, and opportunity into occupational categories. Within each job category, titles are ranked from the highest to lowest salary range. The following categories, which correspond to federal designations for higher education institutions, are used throughout the Plan

1 - Executive/Managerial

2- Faculty

3 - Nonteaching Professional

4 - Secretarial/Clerical

5- Technical/Paraprofessional

6- Qualified Craft Worker

7 - Maintenance/Service

Section 46a-68-83 Workforce Analysis

In this section, we summarize workforce data by race and gender, for the entire University and for each campus. Separate summaries enumerate full-time and part-time employees. Additional analyses report on age groupings and the number of employees with disabilities in the full-time workforce.

Section 46a-68-84 Availability Analysis

As a preparatory step in determining whether protected classes are fully and fairly utilized in the workforce, we conduct analysis to determine the availability of those groups in the labor markets relevant to each campus. Separate analyses are conducted for each occupational category and for payroll titles with a significant number of employees at each location. Various data sources such as employment statistics, unemployment data, racial and sexual compositions of persons in feeder groups, census data, and educational statistics are used to calculate the potential availability base, which is incorporated into the Utilization Analysis. This section details the labor markets, data sources, and value weights used for each analysis group.

Section 46a-68-85 Utilization Analysis and hiring and promotion goals

In this section, we calculate how the representation of protected groups in the University's workforce compares to the availability of similar groups in the relevant labor market. If the percentage of representation of a particular race/gender group in the workforce is less than the percentage of that group in the availability base, then a condition of underutilization

exists. These statistical comparisons provide the basis by which we set numerical hiring and promotional goals. Utilization analyses are performed along the same lines as the various availability analyses.

Section 46a-68-86 Employment Analysis

The University undertakes a comprehensive review of the employment process to identify policies and practices that perpetuate or build in barriers to equal employment opportunity. In the Employment Process Analysis, using the same analysis groups as in the previous data sections, we report the various types of personnel actions which results in an increase or decrease in the specific analysis group during the. Plan year. These include hires; promotions; reassignments; separations; and others. The Applicant Flow Analysis tracks applicants through the hiring or promotional process to identify the step at which they are no longer viable candidates. Information on all training and personnel evaluations are also included in this section.

Section 46a-68-87 Identification of Problem Areas

In this section, the University reports on its examination of personnel policies and practices to identify nonquantifiable aspects of the employment process which may impede affirmative action progress. Once again, we perform these analyses along the same lines as used in prior sections. The following aspects of employment are addressed: employment applications, job qualifications, recruitment practices, personnel policies, job structuring, orientation, training, counseling, grievance procedure, evaluation, layoffs, and termination. This section also includes adverse impact test information and results, which indicate potential problems with the employment process. The adverse impact tests cover the areas of employment application, recruitment activities, performance evaluation, and termination. Problems in these areas may impede or prevent the full and fair participation of members of protected groups. Program goals are established to address and remedy potential adverse impact as indicted in this section.

FORM 38A

Category:
Titles: **All**

Date: **April 30, 2024**

WORKFORCE ANALYSIS

Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or more Races Males	Two or more Races Females
I. EXECUTIVE	31	17	14	11	10	3	2	1	2	2	0	0	0
		54.8%	45.2%	35.5%	32.3%	9.7%	6.5%	3.2%	6.5%	6.5%	0.0%	0.0%	0.0%
II. FACULTY	413	201	212	152	160	15	12	4	12	30	28	0	0
		48.7%	51.3%	36.8%	38.7%	3.6%	2.9%	1.0%	2.9%	7.3%	6.8%	0.0%	0.0%
III. PROF./NON FACULTY	261	95	166	67	118	15	22	3	15	8	10	2	1
		36.4%	63.6%	25.7%	45.2%	5.7%	8.4%	1.1%	5.7%	3.1%	3.8%	0.5%	0.2%
IV. SECRETARIAL/CLERICAL	78	11	67	9	33	2	21	0	11	0	1	0	1
		14.1%	85.9%	11.5%	42.3%	2.6%	26.9%	0.0%	14.1%	0.0%	1.3%	0.0%	0.2%
V. TECH/PARAPROFESSIONAL	4	1	3	0	2	0	0	1	0	0	1	0	0
		25.0%	75.0%	0.0%	50.0%	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%	0.0%	0.0%
VI. SKILLED CRAFTS	32	32	0	25	0	4	0	2	0	1	0	0	0
		100.0%	0.0%	78.1%	0.0%	12.5%	0.0%	6.3%	0.0%	3.1%	0.0%	0.0%	0.0%
VII. PROTECTIVE SERVICES	21	16	5	9	4	3	1	4	0	0	0	0	0
		76.2%	23.8%	42.9%	19.0%	14.3%	4.8%	19.0%	0.0%	0.0%	0.0%	0.0%	0.0%
VII. MAINTENANCE	81	54	27	14	3	32	16	7	8	1	0	0	0
		66.7%	33.3%	17.3%	3.7%	39.5%	19.8%	8.6%	9.9%	1.2%	0.0%	0.0%	0.0%
Total	921	427	494	287	330	74	74	22	48	42	40	2	2
4/2023 AA Plan	*923*	*432*	*491*	*290*	*337*	*73*	*69*	*25*	*46*	*41*	*37*	*3*	*2*
Change +/-	-2	-5	3	-3	-7	1	5	-3	2	1	3	-1	0
		46.36%	53.64%	31.16%	35.83%	8.03%	8.03%	2.39%	5.21%	4.56%	4.34%	0.22%	0.22%

Outlook

Mandatory Training Reminder

From Gagliardi, Patricia M. <gagliardip3@southernct.edu>
Date Tue 10/22/2024 10:52 AM
To Torres-Baez, Daisy <torresbaezd1@southernct.edu>; Rice, Paula <ricep1@southernct.edu>

Good Morning!

The Division of Diversity, Equity, and Inclusion invites you to attend our upcoming Diversity and Policy/Compliance orientation/training. ***Connecticut law requires all state employees to attend this training.*** A portion of the training will be dedicated to engaging participants in training that will enhance their skills for promoting awareness of, and respect for, a diverse and inclusive work environment. This training is designed to enhance participant's understanding of all discrimination policies and engage in conversations about equity and inclusion.

The training will take place on ***Friday, November 8, 2024, from 9:00am to 12:00pm, in Buley 207***. Breakfast will be provided.

If you are recipient of this invite, you have not previously completed the mandatory training and must register.

Please ***RSVP by October 30, 2024,*** by clicking on the link to confirm your registration: Required Training Registration.

Thank you,
Division of Diversity, Equity, & Inclusion

Outlook

Mandatory New Hire Orientation Training

From Gagliardi, Patricia M. <gagliardip3@southernct.edu>
Date Thu 1/16/2025 11:04 AM
Cc Rice, Paula <ricep1@southernct.edu>; Torres-Baez, Daisy <torresbaezd1@southernct.edu>

Good Morning!

The Division of Diversity, Equity, and Inclusion invites you to attend our upcoming Diversity and Policy/Compliance orientation/training. Connecticut law requires all state employees to attend this training. A portion of the training will be dedicated to engaging participants in training that will enhance their skills for promoting awareness of, and respect for, a diverse and inclusive work environment. This training is designed to enhance participant's understanding of all discrimination policies and engage in conversations about equity and inclusion.

The training will take place on ***Friday, February 7, 2025, from 9:00am to 12:00pm, in Buley 207.*** Breakfast will be provided.

If you are recipient of this invite, you have not previously completed the mandatory training and must register.

Please ***RSVP by February 3, 2025*** by clicking on the link to confirm your registration: New Hire Orientation Registration.

Thank you,
Division of Diversity, Equity, & Inclusion

Outlook

[Draft] Fw: Required Title IX Employee training

From
Draft saved Wed 8/27/2025 3:31 PM

From: Southern Connecticut State University <administrator+2F62861A-F4E4-11ED-B3B9-217ADA984FF1@safecolleges.com>
Sent: Saturday, September 7, 2024 9:18 AM
To: Torres-Baez, Daisy <torresbaezd1@southernct.edu>
Subject: Required Title IX Employee training

Dear SCSU Employee,

At Southern Connecticut State University, we pride ourselves on providing an enlightening college experience, which demands a safe and healthy environment. To that end, we are requiring that you view Title IX and Sexual Harassment Prevention for Employees, an online program designed to educate employees on how to effectively respond to reports of sexual misconduct from students and employees annually. This video-based program will provide critical information about the prevalence of sexual misconduct including sexual harassment and discrimination, intimate partner violence, prevention, bystander intervention, trauma informed responses, campus specific policies and reporting procedures, and much more. Not Anymore will help you better understand how vitally important you are to addressing sexual misconduct, helping those directly impacted by it, and making campus safer for students and employees alike.

Program Instructions
Employees have been assigned the 28-minute course. You are required to earn at least an 80 on the program, which will prompt you to retake the post-test until you achieve this score. The program also will allow you to review the program videos before you retake the post-test.

To take the online course, you will need to log on to SCSUs sign on system at myapps.microsoft.com Once logged on, simply click on the Not Anymore Title IX app to begin the course.

You will be able to use the same link to re-enter the program to complete it in several sittings if you choose without having to start over. If you run into problems taking or reentering the program, do not start over. Contact us through the HELP button and we will assist you. You will retain access to the programs for reference purposes. If at any time you have general questions or concerns regarding the program requirements, please contact your schoolâ€™s Title IX Coordinator, Paula Rice at 203-392-5568 ricep1@southernct.edu. If you have any technical difficulties with the program, please contact Vector Solutions through the course Contact button or at support.education@vectorsolutions.com

Disclosure
The training contains sensitive material involving sexual and interpersonal violence. While trigger warnings and resources are provided throughout the program, we understand such programming may be problematic for some viewers. Please contact Employee Assistance Program (EAP), The Lexington Group Inc. 1 (800) 676-4357 Available 24/7 for confidential support and/or to discuss alternatives.

We thank you in advance for your diligent participation in this critical program. Through the Vector Solutions programs and our other campus efforts and resources, we are becoming a nationwide model for a safer campus.

Sincerely,

Paula Rice
Director/Title IX coordinator
Diversity and Equity Programs

Mandatory Training

From: Rice, Paula
Sent: Tuesday, August 20, 2024 2:53 PM

Subject: Sexual Misconduct Reporting

To All University Faculty & Staff,

Southern Connecticut State University is highly committed to creating a campus free of sexual misconduct. This is an annual notice of the CSCU BOR established policy concerning sexual misconduct reporting, Title IX policy statement and grievance procedures. The policies require the reporting of sexual misconduct incidents in an effort to ensure that each member of the community has the opportunity to fully participate in the process of education and development. The policies are intended to supplement and work in congruence with the requirements of Title IX and Connecticut Public Act 14-11. It is our commitment to provide a supportive and safe environment for our community and provide our students, faculty and staff with support and advocacy services.

As a Southern Connecticut State University employee, you may find yourself responding to a student or other employee's report or disclosure of sexual misconduct (sexual harassment, sexual assault, sexual exploitation, intimate partner violence, and stalking) **All university employees are considered responsible employees and are mandated to report under the BOR policy, except those employees whose official responsibilities provide confidentiality** (health providers, professional counselors, and pastoral counselors whose official responsibilities include providing mental-health counseling to members of the University community).

The following protocol has been developed for employees to follow if they find themselves in a position in which a student or other employee discloses or reports being a survivor of sexual misconduct. This protocol describes your reporting obligations and a process for informing, in a timely manner, those who report or disclose any type of sexual misconduct of all of their rights and options, including the necessary steps and potential outcomes of each option.

We understand and recognize the significant trust relationship and the difficult situation you are placed in when a student/employee requests confidentiality. To help mitigate these challenges students/employees have been informed that all faculty, staff and administrators must share information with the University and that they have options for confidential reporting.

We recognize the importance of providing training for employees on the topic of sexual misconduct and thus all employees are **required** to take the annual Title IX on-line training program, intended to help you learn more about the topic and equip you with the tools and knowledge needed to uphold your obligations as a responsible employee. Individual emails will be sent to all employees with instructions on how to access the training. We also encourage you to visit the Sexual Misconduct reporting webpage https://inside.southernct.edu/diversity/sexual-misconduct-reporting

We want to thank you for your role in helping to support survivors of sexual misconduct. Although this work may be challenging and difficult at times, it is extremely important. If you have any questions, please feel free to contact either of us.

Sincerely,

Paula Rice
Director of Diversity & Equity Programs

Jes Kraus
Chief Human Resources Officer

From: Rice, Paula
Sent: Monday, August 19, 2024 1:14 PM

Subject: Fw: Title IX and Sexual Misconduct Reporting

From: SCSU Announcements <scsuannounce@southernct.edu>
Sent: Monday, September 25, 2023 10:41 AM
To: 'announce-student@lists. edu' <announce-student@lists.southernct.edu>
Subject: Title IX and Sexual Misconduct Reporting

Dear Southern Student,

At Southern Connecticut State University (SCSU), we are committed to creating a community where individuals are treated with dignity, respect, civility, kindness, and compassion. Your health and safety are a top priority! In line with this mission, we comply with Title IX of the Education Amendment of 1972 which prohibits sex discrimination including acts of sexual harassment/misconduct at educational institutions. Acts of sexual misconduct (sexual harassment, sexual assault, intimate partner violence, sexual exploitation, and stalking) are a violation of Southern Connecticut State University policies, as well as state and federal law. We encourage you to report any incidents of sexual misconduct and/or utilize the support and advocacy services available to you. (click links below to access respective policies)

https://www.ct.edu/files/pdfs/5.2%20SexualMisconductReportingSuppMeasuresProcesses.pdf
https://www.ct.edu/files/pdfs/4.11%20-%20Statement%20of%20Title%20IX%20Policy.pdf
https://inside.southernct.edu/sites/default/files/a/inside-southern/diversity/T-IX-Grievance-Procedures.pdf
https://www.ct.edu/files/pdfs/2.1%20StudentCodeofConduct.pdf

RESPONSIBLE EMPLOYEES

All employees, including faculty, staff and administrators, are responsible employees and are required to report disclosures or reports of sexual misconduct except for those University employees in our Health Center and Counseling Center. This means that when you report or disclose information regarding sexual misconduct to a responsible employee they will need to report this to the University's Title IX Coordinator. The University Advocate will then be contacted and provide you with information including supportive services, reporting options, and your Title IX rights.

Please note that if you are under the age of eighteen (18) the Title IX Coordinator must contact the Connecticut Department of Children and Families to inform them of the alleged situation involving sexual misconduct.

FORMAL REPORTING OPTIONS

University Police @ 203.392.5375 (If you wish to press criminal charges.)
Ms. Paula Rice, Title IX Coordinator @203.392.5568 ricep1@southernct.edu (If you wish to file a complaint with the university.)

3. External Communications & Recruitment Strategies Section 46a-68-80

EXTERNAL COMMUNICATION AND RECRUITMENT STRATEGIES

Section 46a-68-80

Southern Connecticut State University is on record as being an affirmative action/equal opportunity employer. This commitment to affirmative action is communicated regularly, along with notices of job availability, to recruiting sources and organizations which can refer qualified women and minority applicants for employment.

We have reviewed all advertising for employment at Southern Connecticut State University. No employment advertisements contain reference to age or gender, and, further, all such advertisements include language that encourages applications from qualified women, minorities, and other protected class members. Further, all ads must state that SCSU is an Affirmative Action/Equal Employment Opportunity employer.

Notice that Southern is an affirmative action employer was sent to all unions representing employees of this agency with a request for union cooperation and assistance in promoting affirmative action. They were also invited to review and comment on our affirmative action plan. (See attached notices).

Advertisements for unclassified job vacancies were and will continue to be placed in publications and with other media that target protected group members and are most relevant for filling a campus position, such as The Chronicle of Higher Education, Diverse Issues in Higher Education; Hispanic Outlook; Higher Ed jobs; Hartford Courant; and New Haven Register in addition to advertisements placed in appropriate professional journals. [Classified vacancies were announced per employee contracts and state procedures and advertised to the extent permitted by union contract and Department of Administrative Services policies. All vacancies are also advertised on Southern's website https://southernct.edu/faculty-staff/hr/jobs.html .

The name and address of each organization, recruiting source, bidder, contractor, subcontractor, supplier of materials, publisher, and union receiving notice of the university's policy has been maintained along with the date of notice and copies of all communications, statements, advertising, and contract provisions with these groups or individuals.

The University's Office of Diversity and Equity Programs is staffed by a Director of Diversity and Equity Programs, a retired rehiree, and a student worker. Recruitment activities are directed by the Director of Diversity and Equity Programs, and many of the recruitment efforts are carried out systematically by other staff in the office as noted above. Once a job search is opened, the office reviews the posting; HR publicizes the position in state and national newspapers and posts it on the university and other websites. In addition to this recruitment, the staff regularly telephones contacts to specifically solicit candidates. Similar telephone contacts are made by the search chairperson and by other managerial staff on campus.

In addition to the above recruitment efforts, faculty and staff are encouraged to attend professional conferences to recruit candidates. This combination of websites, telephone calls, and advertisements is documented by the summary of the Office's efforts.

AFFIRMATIVE ACTION

REPORTING PERIOD MAY 1, 2024– APRIL 30, 2025

The University has made strides in its affirmative action goal attainment this reporting period, has hired female and minority faculty and staff to meet hiring goals, has achieved program goals and made aggressive, good faith hiring and recruitment efforts.

Below are the significant highlights and initiatives of the Diversity and Equity Programs Office staff (internally and externally) during the past reporting period, via Virtual meetings.

1. Met regularly with the Interim President, Vice Presidents, Deans, Directors, faculty, supervisors and chairpersons for affirmative action/diversity progress reports and initiatives.

2. Collaborated with Southern Connecticut State University Multicultural Center and Violence Prevention Victim Advocacy and support center on educational programs, training workshops, etc.

3. Maintained close relationship with Southern Connecticut State University Office of Human Resources on matters of hiring, training, promotion, etc.

4. Coordinated counseling sessions, referral systems and programs with Southern Connecticut State University Violence Prevention Victim Advocacy and support center and counseling office.

5. Served as member of the AAUP Minority Faculty Recruitment and Retention Committee.

6. Served as member of the SUOAF/AFSCME Minority Faculty Recruitment and Retention Committee.

7. Participated as a member of the Connecticut Association of Diversity and Equity Professionals (CADEP).

8. Continued contacts made with recruiting sources and organizations capable of recommending qualified applicants.

9. 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.

10. All collective bargaining contracts involving employees of the Connecticut State University system contain a non-discrimination clause.

11. 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, Higheredjobs.com as well as newspapers which target minority candidates, such as Diverse Issues in Higher Education, and Hispanic Outlook.

12. All advertisements contained a reference to Southern's commitment to affirmative action and a statement is included on every job announcement.

13. Job announcements were also transmitted as appropriate to list serves of professional organizations.

14. Notices were sent to all unions which represent university employees for collective bargaining purposes that the university is an affirmative action employer. All union representatives were invited to examine and comment on the Affirmative Action Plan at any time.

Specifically, the fore-mentioned initiatives provided significant opportunities for Southern Connecticut State University to continue its ongoing outreach efforts to attract more diverse faculty and staff, as well as address the importance of racial, ethnic and cultural diversity to the Southern Connecticut State University campus.

These highlights reflect only a part of the work of the Office of Diversity and Equity Programs as it attempts to adhere to its mission of advocacy for the institutionalization of equal access to opportunity, non-discrimination in the University community and diversity in the campus workforce.

Southern Connecticut State University has and will continue to initiate and undertake aggressive, positive relationship building activity to ensure that affirmative action is not just a paper commitment. Virtual meetings occurred during reporting periods with individuals, groups and organizations that represent or can refer applicants from protected groups. Some of the contacts were with the state and local Affirmative Action/Equal Employment Opportunity Officers, Black and Hispanic clergy; current faculty and minority alumni who can help to recruit from their colleges and/or friends with experience in a variety of disciplines; and Business and Professional Women's Associations, Hispanic organizations, and minority and female alumni organizations.

EXTERNAL COMMUNICATION and RECRUITMENT STRATEGIES
Section 46a-68-80

CONTRACT COMPLIANCE

The participation of minority business enterprises meeting qualifications established in regulations pursuant to Sections 4-114b or 32-9f of the Connecticut General Statutes, or federal law is solicited and encouraged. The University has refrained from doing business with any bidder, contractor, subcontractor, or supplier of materials barred from participation in any federal or state contract program or found to be in violation of any state or federal ant discrimination law, and shall promptly report any such inconsistent behavior to the Commission or other appropriate authorities for investigation, and we continue to encourage bidders, contractors, subcontractors and suppliers of materials to develop and implement affirmative action programs of their own.

All bidders, contractors, and suppliers of materials have been made aware of Southern's affirmative action policy. Every formal bid contains contract compliance regulations and bidder contract compliance report forms. Per the content of C.G S. Section 4a-60 and 41-61 is provided to every recipient an RFP. In addition, purchase order forms include the content of C. G. S. Section 4a-60 and 4a-61 and are printed on the reverse of every purchase order, as well as any other agreement entered between SCSU and another party in which review, and approval of the Attorney General Office is conducted. Included with this notice is the statement that we will not knowingly do business with any bidder, contractor, subcontractor, or supplier of materials who discriminates against members of any class protected under Sections 4a-60 and 4a-61a of the Connecticut General Statutes.

Southern Connecticut State University has worked diligently to meet its SBM- Set Aside goals. Outreach efforts to women and minority owned businesses continue to be enhanced. The University has continued its initiatives to increase participation by women and persons of color in Southern Connecticut State University's contract compliance efforts. Initiatives included: compilation of resource listing of businesses in the state and region owned by women and persons of color, meetings with State of Connecticut personnel from Department of Public Works, Commission of Human Rights and Opportunities (CHRO) and the Department of Administrative Services.

Pursuant to contract compliance requirements of C.G.S. Section 4a-60 and Minority Business Enterprise contracting requirements of C.G.S. Section 32-9e, the Small Contractor and Minority Business Enterprises (MBE) Utilization Report and Quarterly Summaries are included in this section.

In addition, Southern Connecticut State University has documented instances of good faith efforts and activities taken to contact Small Contractors, Minority, women and persons with disabilities owned business regarding upcoming university bids, to award a fair proportion of contracts to small contractors and minority/women/disabled owned business enterprises.

Southern Connecticut State University Small Contractor and Minority Business Enterprise (MBE) Utilization Reports for the four fiscal year quarters, July 1, 2024, to June 30, 2025, have been included as well as a copy of the Small Business/Minority Set-Aside exemptions submitted for approval. Our quarterly reports show progress to meet our annual goals. Southern ended the year by exceeding its SBE and MBE goals. Five (5) quarterly reports are included in this section to cover the University's reporting period.

The University plans to continue to be aggressive in its efforts to attain diversity and equity in the areas of purchasing and contracting. Key SCSU personnel involved in the assignment of contracts continue to meet to discuss ways to improve doing business with persons of color, women and persons with disabilities. Southern Connecticut State University will continue to find ways to fully comply with the Set-Aside program.

.

QUARTERLY REPORTS

DEPARTMENT OF ADMINISTRATIVE SERVICES **FISCAL YEAR** 2024
SUPPLIER DIVERSITY PROGRAM *Back-Up Sheets require Totals for each MBE Category*

SMALL/MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT - for Reporting Capital Improvement Expenditures

Please submit a digital copy of this form to Joshua.Goldberg@ct.gov and Stanley.Kenton@ct.gov

Fiscal Year Quarter 4 **Fiscal Year Period**

ENTER THIS QTR-

Agency Name:	Southern Connecticut State University	Agency Number:	7804
Prepared by:	Timothy J Krauss	E-mail Address:	krausst1@southernct.edu
Tel. # -	203-392-5715		

1) TOTAL CAPITAL IMPROVEMENT FUNDS AVAILABLE FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	$ 11,869,574			
	TOTALS ($)	Contracts	TOTALS ($)	Contracts
2) Total Agency FY Capital Improvements Expenditures for Purchases from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	$ 613,876.87	30	$ 1,623,947.23	105
3) Total Agency FY Capital Improvements Expenditures for Purchases from Minority Business Enterprises (MBE) only. *PLEASE CATEGORIZE:*				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)	$ 150,760.00	2	$ 150,760.00	2
D) Disabled Individual (D)	$ -	0	$ -	0
E) Hispanic (H)	$ 34,110.00	2	$ 34,110.00	2
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)	$ 61,367.00	5	$ 228,681.40	23
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)	$ -	0	$ 12,540.00	3
R) Woman Iberian Peninsula (IW)				
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]	$ 61,367.00		$ 241,221.40	
MBE TOTAL {Lines A - W}	$ 246,237.00		$ 426,091.40	

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 1 Fiscal Year Period:

ENTER THIS QTR-

Agency Name:	Southern Connecticut State University	Agency Number:	7804
Prepared by:	Timothy J Krauss	E-mail Address:	krausst1@southernct.edu
Tel. # -	203-392-5715		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	$ 263,880,577.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	$ -
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	$ -

	QUARTER TOTALS ($)	Number Contracts	YEAR TO DATE TOTALS ($)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	$ 21,625,067.85	699	$ 21,625,067.85	699
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	$ 4,898,380.21	88	$ 4,898,380.21	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)	$ 3,900.00	1	$ 3,900.00	1
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)	$ 185,583.75	20	$ 185,583.75	20
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)	$ 939,200.00	4	$ 939,200.00	4
R) Woman Iberian Peninsula (IW)	$ 40,000.00	1	$ 40,000.00	1
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]	$ 1,164,783.75		$ 1,164,783.75	
MBE TOTAL {Lines A - W}	$ 1,168,683.75		$ 1,168,683.75	

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 2 Fiscal Year Period:

ENTER THIS QTR-

Agency Name:	Southern Connecticut State University	Agency Number:	7804
Prepared by:	Timothy J Krauss	E-mail Address:	krausst1@southernct.edu
Tel. # -	203-392-5715		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	$ 263,880,577.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	$ -
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	$ -

	QUARTER TOTALS ($)	Number Contracts	YEAR TO DATE TOTALS ($)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	$ 8,803,188.20	484	$ 30,428,256.05	1,183
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	$ 558,226.34	44	$ 5,456,606.55	132
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)	$ 9,750.00	1	$ 13,650.00	2
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)	$ 160,054.56	25	$ 345,638.31	45
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)	$ 20,490.00	1	$ 959,690.00	5
R) Woman Iberian Peninsula (IW)	$ -	0	$ 40,000.00	1
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]	$ 180,544.56		$ 1,345,328.31	
MBE TOTAL {Lines A - W}	$ 190,294.56		$ 1,358,978.31	

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 3 **Fiscal Year Period:**

ENTER THIS QTR-

Agency Name:	Southern Connecticut State University	Agency Number:	7804
Prepared by:	Timothy J Krauss	E-mail Address:	krausst1@southernct.edu
Tel. # -	203-392-5715		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	$ 263,880,577.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	$ -
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	$ -

	QUARTER TOTALS ($)	Number Contracts	YEAR TO DATE TOTALS ($)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	$ 11,620,201.56	450	$ 42,048,457.61	1,633
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	$ 1,029,417.08	40	$ 6,486,023.63	172
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)	$ 42,220.00	3	$ 55,870.00	5
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)	$ 176,099.34	7	$ 521,737.65	52
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)	$ 22,835.00	3	$ 982,525.00	8
R) Woman Iberian Peninsula (IW)	$ -	0	$ 40,000.00	1
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]	$ 198,934.34		$ 1,544,262.65	
MBE TOTAL {Lines A - W}	$ 241,154.34		$ 1,600,132.65	

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 4 Fiscal Year Period:

ENTER THIS QTR-

Agency Name:	Southern Connecticut State University	Agency Number:	7804
Prepared by:	Timothy J Krauss	E-mail Address:	krausst1@southernct.edu
Tel. # -	203-392-5715		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	$ 263,880,577.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	$ -
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	$ -

	QUARTER TOTALS ($)	Number Contracts	YEAR TO DATE TOTALS ($)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	$ 6,636,549.94	411	$ 48,685,007.55	2,044
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	$ 438,873.18	20	$ 6,924,896.81	192
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)	$ 56,547.00	2	$ 112,417.00	7
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)	$ 202,621.26	4	$ 724,358.91	54
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)	$ 37,660.00	2	$ 1,020,185.00	10
R) Woman Iberian Peninsula (IW)	$ -	0	$ 40,000.00	1
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)	$ -	0	$ -	0
WBE TOTAL [Lines L - W]	$ 240,281.26	6	$ 1,784,543.91	65
MBE TOTAL {Lines A - W}	$ 296,828.26	8	$ 1,896,960.91	72

Outlook

2024 Affirmative Action Plan

From Rice, Paula <ricep1@southernct.edu>

Date Mon 6/16/2025 9:48 AM

To 'cchisem@ceui.org' <cchisem@ceui.org>; DeMezzo, Robert C. <demezzor1@southernct.edu>; Swanson, Kari A. <swansonk8@southernct.edu>; 'jdissette@adr.org' <jdissette@adr.org>; williamsm@wcsu.edu <williamsm@wcsu.edu>; ksaunders@cpfu.org. <ksaunders@cpfu.org.>

Dear Union leader,

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

As an agency of the State, the Southern 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 2024 Affirmative Action Plan online at SCSU 2024 Affirmative Action Plan https://inside.southernct.edu/diversity/affirmative-action/plan . In addition, we solicit any comments you may have on our plan and/or suggestions you might volunteer concerning how we might be more successful in achieving Affirmative Action goals. Comments on the 2024 plan will be accepted until August 15, 2025.

Sincerely,
Paula Rice

Paula Rice
Pronouns: She, Her, Hers
Director/Title IX Coordinator
Office of Diversity & Equity Programs
EngelmanB 110G, (203) 392-5568 office (203) 392-5489 fax
ricep1@southernct.edu

RECRUITMENT RESOURCES
CONNECTICUT COMMUNITY ORGANIZATIONS

BETHEL

Ability beyond Disability
4 Berkshire Boulevard
Bethel, CT 06801
(888) 832-8247

BRISTOL

Bristol Community Organization, Inc.
55 South Street
Bristol, CT 06010
(860) 589-6968

Community Renewal Team, Inc.
36 Race Street
Bristol, CT 06010
(860) 582-5733

NAACP – Bristol Branch
PO Box 241
Bristol, CT 06010

BRIDGEPORT

International Institute of Connecticut
670 Clinton Avenue
Bridgeport, CT 06605
(203) 336-0141

ABCD Inc. Personnel
500 Palisade Avenue
Bridgeport, CT 06604
(203) 330-0814

Goodwill Industries
165 Ocean Terrace
Bridgeport, CT 06605
(203) 368-6511

Southern Connecticut Black
Chamber of Commerce
1018 Broad Street – Suite 103
Bridgeport, CT 06604
(877) 722 - 2293

Greater Bridgeport Latino Network
PO Box 9385
Bridgeport, CT 06601
gbln@hotmail.com

H.E.L.P Ministries
165 Ocean Terrace
Bridgeport, CT 06605
(203) 581-5040

Groundwork Bridgeport, Inc.
1001 Main Street Suite 201
Bridgeport, CT 06604
(203) 335-6126

Groundwork Bridgeport Program
480 Barnum Avenue Suite 3
Bridgeport, CT 06608
(203) 335-6126

Greater Bridgeport NAACP
P.O. Box 9180
Bridgeport, CT 06601
(203)- 581-1480

DANBURY

NAACP
42 Lake Avenue
Danbury, CT 06811
(203) 668-3444

Community Action Agency
66 North Street
Danbury, CT 06810
(203) 744-4700

Hispanic Center Greater Danbury
4 Harmony Street
Danbury, CT 06810
(203) 798-2855

CT Works
152 West Street
Danbury, CT 06810
(203) 797– 4140

DANBURY

Danbury American Job Center
4 Liberty Street
Danbury, CT 06810
(203) 730-0451

HAMDEN

Hamden Job Resource Center
2901 Dixwell Avenue
Hamden, CT 06518
(203) 287-7000

HARTFORD

Community Renewal Team
555 Windsor Street
Hartford, CT 06120
(860) 560-5600

Community Renewal Team
2 Barbour Street
Hartford, CT 06115
(860) 725-0028

Community Renewal Team
240 Laurel Street
Hartford, CT 06105
(860) 4220-8280

Community Renewal Team
1143 Main Street
Hartford, CT 06106
(860) 560-5315

Community Renewal Team, Inc.
395 Wethersfield Avenue
Hartford, CT 06113
(860) 560-5353

CONNECT-ABILITY
Department of Rehabilitation Services
55 Farmington Avenue-12th Floor
Hartford, CT 06105
(860) 844 -1903

Urban League of Greater Hartford
140 Woodland Street
Hartford, CT 06105
(860) 527-0147

CT Works
3580 Main Street
Hartford, CT 06120
(860) 566-5790

NAACP – Greater Hartford Branch
56 Canterbury Street
Hartford, CT 06112
(860) 724-6966

NAACP- CT State Conference Branch
2074 Park Street #2
Hartford, CT 06106
(860) 523-9962

San Juan Center
1283 Main Street
Hartford, CT 06103
(860) 522-2205

La Casa de Puerto Rico, Inc.
48 Main Street
Hartford, CT 06103
(860) 522-7296

Connecticut Puerto Rican Forum, Inc.
95 Park Street
Hartford, CT 06106
(860) 247-3227

International Institute of CT, Inc.
175 Main Street
3rd Floor
Hartford, CT 06106
(860) 692-3085

Latino Community Services
184 Wethersfield Avenue
Hartford, CT 06114
(860) 296- 6400

Upper Albany Main Street
1382 Albany Avenue 2nd Floor
Hartford, CT 06112
(860) 727-9830

HARTFORD

CT Association for United Spanish Action (CAUSA)
555 Windsor Street
Hartford, CT 06120

City of Hartford
550 Main Street
Hartford, CT 06112
(860) 545-8495

Chamber of Commerce
31 Pratt Street
Hartford, CT 06106
(860) 525- 4451

Capital Workforce Partners Construction Jobs Initiative
One Union Place
Hartford, CT 06103
(860) 522-1111

Hispanic Professionals Network
One Union Place – 3rd Floor
Hartford, CT 06103
(860) 251 – 8307

National Organization for Women
135 Broad Street
Hartford, CT 06105

American Jobs Center
3580 Main Street
Hartford, CT 06120

Center for Latino Progress (CPRF)
95 Park Street
Hartford, CT 06106
(860) 247-2337

MANCHESTER

Goodwill
232 Tolland Turnpike
Manchester, CT 06042
(860) 643-2709

Community Partners in Action
31 Bent Street
Manchester, CT 06042
(860) 812-0070

True Colors, Inc.
945 Main Street #211
Manchester, CT 06040
(860) 232-0050

Disabled American Women
Serving Manchester Area
(877) 310-4167

MERIDEN

New Opportunities of Greater Meriden
74 Cambridge Street
Meriden, CT 06450
(203) 639-5060

Meriden-Wallingford NAACP
74 Cambridge Street
Meriden, CT 06450
(203) 237-6907

Connecticut Works-Meriden
87 West Main Street 2nd Floor
Meriden, CT 06040
(203) 238-3688

CT Nurses Association
377 Research Parkway
Meriden, CT 06450
(203) 238-1207

MIDDLETOWN

Community Renewal Team, Inc.
41 Hamlin Street
Middletown, CT 06457
(860) 347-4465

National Electrical Contractors
306 Industrial Park Road Suite 205
Middletown, CT 06457
(860) 635-1117

NEW BRITAIN

Opportunities Industrialization Center
Of New Britain (OIC)
114 North Street
New Britain, CT 06051
(860) 224-7151

Human Resources Agency
Mid-Connecticut Works
One-Stop & Youth One-Stop
57 Arch Street
New Britain, CT 06501
(860) 826-4482

CT Works
260 Lafayette Street
New Britain, CT 06053
(860) 566-5790

Puerto Rican Society
152 High Street
New Britain, CT 06051
(860) 225-6607

Connecticut Association of Latino in Higher Education (CALAHE)
1615 Stanley Street
Clarence Carroll Hall 03506
New Britain, CT 06050

NEW HAVEN

NAACP Greater Hartford New Haven Branch
545 Whalley Avenue
New Haven, CT 06511
(203) 389 – 7275

Community Development Program
11 Pine Street
New Haven, CT 06520
(203) 776-5978

Junta for Progressive Action
169 Grand Street
New Haven, CT 06513
(203) 787-0191

Connecticut Works New Haven
560 Ella Grasso Boulevard
New Haven, CT 06519
(203) 867-4030

Latin American Women Association
116 Chairman Avenue
New Haven, CT 06511

NEW LONDON

Opportunities Industrialization Center
New London County OIC
106 Truman Street
New London, CT 06320
(860) 447-1731

Centro de la Communicad, Inc.
109 Blinman Street
New London, CT 06320
(860) 442-4463

New London American Job Center
Shaw's Cove Six
New London, CT 06320
(860)439-7400

ROCKY HILL

Connecticut Innovations
865 Brook Street
Rocky Hill, CT 06067
(860) 563-4877

STAMFORD

Urban League of Southern Conn., Inc.
46 Atlantic Street
Stamford, CT 06902
(203) 327-5810

American Job Center Conn., Inc.
141 Franklin Street -Floor 2
Stamford, CT 06901
(203) 353-1702

STAMFORD

NAACP Stamford Branch
26 Halloween Blvd.
Stamford, CT 06902
(203) 324-4952

STORRS

African American Cultural Center
2110 Hillside Rd U-180
Storrs, CT 06269
(860) 486-3433

Asian Cultural Center
2110 Hillside Rd U-3186
Storrs, CT 06269
(860) 486-0830

Puerto Rican/Latin American Cultural Center
2110 Hillside Rd U-3188
Storrs, CT 06269
(860) 486-1135

WALLINGFORD

Spanish Community-Wallingford
284 Washington Street
Wallingford, CT 06492
(203) 265-5866

WATERBURY

New Opportunities Head Start
232 North Elm Street
Waterbury, CT 06702
(203) 595-9799

NAACP of Greater Waterbury
25 Crane Street
Waterbury, CT 06702
(203) 757-4440

CT Works
249 Thomaston Avenue
Waterbury, CT 06702
(203) 437-3380

Hispanic Center of Waterbury
725 Oronoke Road
Waterbury, CT 06708
(203) 754-7763

Hispanic Coalition of Greater Waterbury
135 East Liberty Street
Waterbury, CT 06706
(203) 754-6172

COLLEGES/UNIVERSITIES

Albertus Magnus
700 Prospect Street
New Haven, CT 06511
(203) 773-8550

Asnuntuck Community College
170 Elm Street
Enfield, CT 06082
(860) 253-3045

Briarwood College
2279 Mount Vernon Road
Southington, CT 06489
(860) 728-4751 X191

Capital Community College
950 Main Street
Hartford, CT 06103
(860) 906-5002

Central Connecticut State University
Career Services & Cooperative Education
1516 Stanley Street Willard 100
New Britain, CT 06050
(860) 832-1630

Charter Oak State College
55 Paul Manafort Drive
New Britain, CT 06053
(860) 832-3898

COLLEGES/UNIVERSITIES

Connecticut College
270 Mohegan Avenue
New London, CT 06320
(860) 447-1911

Eastern Connecticut State University
83 Windham Street
Willimantic, CT 06226
(860) 465-5228

Fairfield University
1073 North Benson Road
Fairfield, CT 06824
(203) 254-4000

Gateway Community College
20 Church Street
New Haven, CT 06510
(203) 285 – 2000

Housatonic Community College
900 Lafayette Boulevard
Bridgeport, CT 06604
(203) 332-5160

Manchester Community College
Great Path
Manchester, CT 06040
(860) 512-3000

Middlesex Community College
100 Training Hill Road
Middletown,, CT 06457
(860) 343-5759

Mitchell College
437 Pequot Avenue
New London, CT 06320
(860) 701-5000

Naugatuck Valley Community College
750 Chase Parkway
Waterbury, CT 06708
(203) 575-8043

Northwestern CT Community College
Park Place East
Winsted, CT 06098
(860) 738-6300

Norwalk Community College
188 Richards Avenue
Norwalk, CT 06854
(203) 857-6866

Post University
800 Country Club Road
Waterbury, CT 06723
(203) 596-4504

Quinebaug Valley Community College
742 Upper Maple Street
Danielson, CT 06239
(860) 774-1130 X437

Quinnipiac University
Career Services
275 Mt. Carmel Avenue
Hamden, CT 06518
(203) 582-8680/ (203) 582-8796

Southern Connecticut State University
Center for Career Services
501 Crescent Street
New Haven, CT 06515 -(203) 392-6536

Three Rivers Community College
574 New London Turnpike
Norwich, CT 06360
(860) 892-5734

Trinity College
300 Summit Street
Hartford, CT 06106
(860) 297-2080

Tunxis Community College
271 Scott Swamp Road
Farmington, CT 06032
(860) 773- 1646

University of Connecticut
Department of Career Services
Career Development Library
181 Auditorium Road, Unit 3051
Storrs, CT 06269-3051
(860) 486-3013

University of Hartford
200 Bloomfield Avenue
West Hartford, CT 06117-1599
(860) 768-4390

University of Saint Joseph
1678 Asylum Avenue
West Hartford, CT 06117
(860) 232 – 4571

Wesleyan University
Office of Diversity
156 High Street
Middletown, CT 06459 - (860) 685-2456

COLLEGES/UNIVERSITIES

Western Connecticut State University
181 White Street
Danbury, CT 06810
(203) 837-8678

Yale University
221 Whitney Avenue
3rd Floor
New Haven, CT 06520
(203) 432 – 4771

PROFESSIONAL ORGANIZATIONS

Commission on Equity and Opportunity
18-20 Trinity Street
Hartford, CT 06106
(860) 240-1424

Connecticut Association of
Diversity and Equity Professionals (CADEP)
Website information: www.cadep.net

Commission on Women, Children & Seniors
18-20 Trinity Street
Hartford, CT 06106
(860) 240-1475

Connecticut Bar Association
30 Bank Street
New Britain, CT 06050
(860) 223-4400

Connecticut Hispanic Bar Association
P.O. Box 230869
Hartford, CT 06123-0869
(860) 285-8058

CT Computer Service, Inc.
101 East Summer Street
Plantsville, CT 06479
(860) 276-1285

George W. Crawford Law Association, Inc.
P.O. Box 2715
Hartford, CT 06146-2715
(860) 578-4764

Drake Beam Main, Inc.
49 North Main Street
West Hartford, CT 06107
(860) 313-5000

Hartford County Bar Association
179 Allyn Street, Suite 210
Hartford, CT 06103
(860) 525-8106

National Black MBA Association
Greater Hartford Chapter
P.O. Box 2332
Hartford, CT 06106
(860) 586-7002

Puerto Rican Federal Affairs Administration
100 Pearl Street, 12th Floor
Hartford, CT 06103
(860) 522-2434

Southern New England Association
of Technical Professionals (SNEATP)
P.O. Box 4429
East Hartford, CT 06128
(860) 565-4755

Connecticut Association of Latinos in Higher Education (CALAHE)
CCSU-1615 Stanley Street
New Britain, CT 06050

Hispanic Professional Network, Inc
1 Union Place, 3rd floor
Hartford, CT 06103
(860) 251-8370 Email: www.calahe.org

Hispanic Association for Higher Education
Of New Jersey, Inc.
P.O. Box 5084
Iron Bound Station
Newark, NJ 07105

League of United Latin American Citizens
National Office
1133 19th Street, NW, Suite 1000
Washington, DC 20036
(202) 833-6130

National Society for Hispanic MBAs
Connecticut Chapter
PO Box 231712
Hartford, CT 06123

National Society of Hispanic MBAs
450 East John Carpenter Freeway, Suite 200
Irving, TX 75052

Diversity Careers in Engineering & Information Technology
1281 Cleveland Hill Road
Tamworth, NH 03886
(603) 323-8224
www.diversitycareers.com

MEDIA/PUBLIC ACCESS RESOURCE MAILING LISTING

The Advisor
83 State Street
North Haven, CT 06473
(203) 239-5404

CTNow
285 Broad Street
Hartford, CT 06105
(860)241-6200

Hartford Public Access Television
Channel 5
20-28 Sargeant Street
Hartford, CT 06105
(860) 524-8621

Inquiring News
PO Box 1984
Hartford, CT 06144
(860) 983-7587

Northeast Minority News, Inc
3580 Main Street
Hartford, CT 06120
(860) 249-6065

Northend Agent
150 Trumbull Street
Hartford, CT 06120
(860) 244-2445

West Indian American
1443 Albany Avenue
Hartford, CT 06112
(860) 293-1118

MEDIA/PUBLIC ACCESS RESOURCE MAILING LISTING

WCUM-AM Radio Cumbre
1862 States Drive
Bridgeport, CT 06605
(203) 335-1540

WKND-AM
544-J Windsor Avenue
Windsor, CT 06095
(860) 218-2173

WLAT-AM
135 Burnside Ave., 2nd Floor
East Hartford, CT 06108
(860) 524-0001

WNHU Radio
46 Roden Street
West Haven, CT 06516
(203) 479-8807

WRYM Radio
1056 Willard Avenue
Newington, CT 06111
(860) 666-5646

WZMX 93.7
10 Executive Drive
Farmington, CT 06032
(860) 677-6700

DISABILITIES RESOURCE MAILING LIST

American with Disabilities Act
Coalition of CT
60-B Weston Street
Hartford, CT 06120
(860) 297-4383
TDD: (860) 297-4380
Email: adacoalition@sbc.global.net
Website: www.adacc.net

Board of Education and
Services for the Blind (BESB)
184 Windsor Avenue
Windsor, CT 06095
(860) 602-4000
TDD: (860) 602-4002

DISABILITIES RESOURCE MAILING LIST

Bureau of Rehabilitation Services (BRS)
Department of Social Services
55 Farmington Avenue
Hartford, CT 06106
(860) 424-4844
TDD: (860) 920-7163
Email: brs.dss@ct.gov
Website: www.ct.gov/brs

Office of Protection and Advocacy
For Persons with Disabilities (P&A)
60-B Weston Street
Hartford, CT 06120
(860) 297-4300
TDD: (860) 297-4380
Email: OPA-webmaster@po.state.ct.us
Website: www.state.ct.us/osapd

AFFIRMATIVE ACTION RESOURCE MAILING LISTING

American Association for
Paralegal Education
19 Mantura Road
Mount Royal, NJ 08061
(856) 423-2829

American Bar Association
321 North Clark Street, 21st floor
Chicago, IL 60654
(312) 988-6738

Bridgeport Bar Association
1057 Broad Street
Bridgeport, CT 06604
(203) 384-9346
Fax: (203) 336-8986

Commission on Official
Legal Publications
111 Phoenix Avenue
Enfield, CT 06082
(860) 741-3027

Connecticut Asian Pacific American
Bar Association
90 State House Square, 8th floor
Hartford, CT 06103

Connecticut Attorneys Title
Insurance Company
101 Corporate Place, #1
Rocky Hill, CT 06067
(860) 257-0606

Connecticut Bar Association
30 Bank Street, P.O. Box 350
New Britain, CT 06050-0350
(860) 223-4400
Fax: (860) 223-4488

Connecticut Bar Foundation
31 Pratt Street
Hartford, CT 06103
(860) 722-2494
Fax: (860) 722-2497
Email: ctbf@cbf-1.org

Connecticut Hispanic Bar Association
P.O Box. 230869
Hartford, CT 06123-0869
Email: chba@ctbar.org

Connecticut Trial Lawyers Association
150 Trumbull Street, 2nd floor
Hartford, CT 06103
(860) 522-4345
Fax: (860) 522-1027

Hartford County Bar Association
100 Pearl Street
(860) 525-8106
Fax: (860) 293-1345

Lawyer Referral Services
P.O. Box 1767
Waterbury, CT 06720-1767

Lawyer Referral Services
Fairfield County
1057 Broad Street
Bridgeport, CT 06604
(203) 335-4116

Lawyer Referral Services
Hartford/Litchfield/Middlesex/
Tolland and Windham County
61 Hungerford Street
Hartford, CT 06106
(860) 525-6052

Lawyers Concerned for Lawyers
2080 Silas Deane Highway
Rocky Hill, CT 06067
(860) 563-4900

New Haven County Bar Association
P.O. Box 1441/171 Orange Street
New Haven, CT 06506
(203) 562-9652- Fax: (203) 624-8695

AFFIRMATIVE ACTION RESOURCE MAILING LISTING

New London Lawyer Referral Services
P.O. Box 97
Yantic, CT 06389
(860) 889-9384

State Bar Examining Committee
100 Washington Street
Hartford, CT 06106
(860) 706-5135

State Law Library
231 Capitol Avenue
Hartford, CT 06106
(860) 757-6500

Statewide Grievance Committee
287 Main Street, 2nd floor
East Hartford, CT 06118-1885
(860) 568-5157

Statewide Legal Services
Of Connecticut
425 Main Street, Suite 2
Middletown, CT 06457
(860) 344-0380
Fax: (860) 344-1918

The Regional Bar
P.O. Box 8210
Stamford, CT 06905
(203) 327-7041
Fax: (203) 327-0413

4. Assignment of Responsibility & Monitoring
Section 46a-68-81

ASSIGNMENT OF RESPONSIBILITY and MONITORING

Section 46a-68-81

(a) The ultimate responsibility for the implementation of affirmative action process and program rests with the Interim President, Dr. Sandra Bulmer, with the Board of Regents for Higher Education, and the Connecticut State Colleges and Universities (CSCU). Dr. Smith was the Chief Executive Officer of the University during the plan year and was responsible for conducting and enforcing all policies during the reporting period. The regulations are adopted by the Board of Regents for Higher Education.

The Interim President is familiar with all affirmative action requirements and directives; appoints competent staff with the appropriate status, authority, and time to effectively design and implement the Affirmative Action Plan; and is responsible for the performance of the affirmative action program.

(b) The Interim President assigns to employees such 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 appointing authority regularly schedules meetings that emphasize:

1. Human relations and inter-group relations.
2. Nondiscriminatory employment practices.
3. The legal authority for affirmative action and the appointing authority's commitment thereto.
4. Review of the Affirmative Action Plan.
5. Identification of obstacles in meeting the goals of the Affirmative Action Plan.

(c) The Director of the Office of Diversity and Equity Programs is responsible for the management and implementation of the University's Affirmative Action Plan. This position reports directly to the Interim President on affirmative action matters and is a member of the President's Leadership Council. Ms. Paula Rice serves as the Director for the Office of Diversity Programs and Equity and the University's Title IX Coordinator. Ms. Rice also has a dotted line reporting relationship to the Vice President of Diversity, Equity and Inclusion.

The responsibilities of the Director of Diversity and Equity Programs are as follows: develop, coordinate, evaluate, monitor, report on and implement the Affirmative Action Plan including the following specific functions:

1. With appropriate consultation, write revisions to the Affirmative Action Plan and communicate such revisions, upon the Interim President's approval, to the appropriate State or Federal agencies or offices, and serve as the principal contact with state and federal representatives in affirmative action and with 504 compliance reviews for the Southern Connecticut State University.

2. Complete all equal employment opportunity or affirmative action documents, reports and forms as may be required by governmental regulatory agencies, including but not necessarily limited to, the Commission on Human Rights and Opportunities, Office of Civil Rights, Commission on Higher Education, Department of Education, and other such agencies. In preparing these reporting requirements, staff in the Human Resources Office, and the Office of Institutional Research, are available for providing statistical data and analysis whenever necessary.

3. Review, analyze, and evaluate all relevant reports and data for their accuracy and implications for affirmative action goals, and report on the status of minorities and women at the University as reflected in such reports and data.

4. Maintains a systematic procedure for monitoring the hiring processes and all phases of the Affirmative Action Plan. Meets with all search committees to discuss the compliance of the search process.

5. Developing a specific program of regular evaluation to determine the effectiveness of the University's affirmative action program.

6. Advise and inform those persons involved in the hiring and promotion process, through written guidelines and orientation training, of the legal requirements and of the University's procedures for recruiting, hiring, interviewing, and counseling, and monitoring all hiring and promotional actions.

7. Develop and maintain contact with recruiting sources and organizations serving members of all protected classes. Monitor the advertising of position vacancies, internally and externally to attract qualified women, persons of color and goal candidates.

8. Coordinate the communication of affirmative action information and changes to the laws to all employees and applicants.

9. Develop and coordinate an advisory structure within the University.

10. Report to the Interim President of the University and to the University community, throughout the year regarding the status and progress of the Affirmative Action Plan and related programs.

11. Inform all University personnel of developments in affirmative action, equal employment opportunity, diversity laws, statutes, and regulations.

12. Conduct annual training, information sessions, Title IX training sessions, orientations, career counseling sessions and reviews for all agency personnel regarding affirmative action obligations and related laws.

(d) In accordance with the Regulations, the feasibility of an employee advisory committee was considered. No committee functions specifically as Employee Advisory Committee. Historically, the University has maintained several committees that address issues of diversity and specific concerns of employees at the University.

The Minority Mentoring and Recruitment Committee for administrative faculty and the Minority Recruitment and Retention Committee 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.

The AAUP teaching faculty Minority Recruitment and Retention Committee met monthly to discuss recruitment and retention strategies for minority faculty. The committee awarded over $40,460.86 in grants to minority faculty for professional development to ensure promotion and tenure. The Committee focused on reviewing retention data specifically for non-tenured minority faculty. The committee met with newly hired minority faculty members to answer questions and review files for renewal, promotion, and tenure applications. Additionally, grant funds were utilized to absorb moving expenses for minority faculty hires and provided grant awards for non-tenure minority faculty.

The SUOAF administrative faculty Minority Recruitment and Mentoring Committee met monthly during this academic year to develop programs to assist in the achievement of the committee’s mission. The Committee hosted several personal and professional development programs for minority SUOAF employees including monthly Community connection forums. The committee’s grant program has provided grants opportunities and awarded over $96,238.77 in grants for minority members to participate in professional development workshops and seminars.

The Committees continues to review and develop strategies to assist in the recruitment and retention of minority employees.

The Minority Recruitment and Retention Committee (MRRC) meets for an hour monthly in the Fall and Spring semesters. Members of the committee include:

MRRC	Race/Sex	Job Title
Kauther Badr	AF	Associate Professor
Brandon Hutchinson	BF	Associate Professor
Gladys Labas	HF	Associate Professor
Sobeira Latorre	WF	Associate Professor
Yi-Chun T Lin	AF	Professor
Paula Rice	BF	Director, Diversity & Equity Programs
Kari Swanson	WF	Librarian
Miaowei Weng	AF	Associate Professor
Daisy Torres – Biaz	HF	Faculty & Staff Div Recruit and Ret Specialist
Sousan Arafeh	WF	Professor Edu. Director, Integrated Justice & Social Change Collaborative
Gary Winfield	BM	AAUP

The Minority Recruitment and Mentoring Committee MRMC meets monthly in the Fall and Spring semesters. Members of the committee include:

MRMC	Race/Sex	Job Title
Dian Brown Albert	BF	Coord of Multicultural Affairs
Megane Watkins	BF	Campus One Card Admin.
Ajjay Chhabra	AM	Fin Info. System Support Spec.
Dawn Stanton- Holmes	BF	Director of University Access Programs
Rob Demezzo	WM	Director of Residence Life
Anna Rivera- Alfaro	HF	Asst. Director of Transfer Adv
Paula Rice	BF	Director, Diversity & Equity Programs
Ebonee Brown	BF	Assistant Registrar

Under the leadership of the VP of Diversity, Equity and Inclusion (DEI), the University established the DEI Advisory Council. The DEI Council met throughout the academic year. Members of the committee include:

Name	Race/Sex	Job Title
Kelvin Rutledge	BM	Assoc. VP, Inst Incl Strat & Change Mgmt
Brandon Hutchinson Co-Chair	BF	Associate Professor, English
Eric Lessne	WM	Associate VP for Capital Bud & Facilities Operations
Chris Piscitelli	WM	Associate Dean of Students
Betsy Beacon	WF	Writer/Editor/Web Content & Calendar Manager
Elizabeth K Rhoades	WF	Chairperson Counseling & School Psychology
Colleen Bierlitz	WF	Assoc. VP for Strategic Initiatives & Outreach
Vu Trieu	AM	Director, User Services OIT Support Services
Laurie Bonjo	WF	Associate Professor Counseling & School Psychology
Ayanna Walker	BF	Associate Dean, College of Health & Human Services
Riyanna Singleton	BF	Student Government Representative

(e) The University evaluates and monitors the affirmative action performance of any employee assigned affirmative action responsibilities. Subject to the provisions of Chapters 67 and 68 of the Connecticut General Statutes, such performance is considered in promotion, merit increase decisions and ratings.

(f) No employee shall be coerced, intimidated, or retaliated against by the agency or any person for performing any of the duties recited in this section. Any person so aggrieved may file a complaint with the Commission on Human Rights and Opportunities (CHRO) of the State of Connecticut, if nothing herein shall preclude an agency from disciplining or discharging an employee for just cause.

(g) The University shall maintain a record of each person by name, race, sex, position or position classification, and percentage of time devoted to duties relating to Affirmative Action and Equal Employment Opportunity responsibilities.

The University has identified those people who have specific responsibilities in the development and/or implementation of the Affirmative Action Plan. Affirmative Action activity for searches is documented and records are maintained by the Director of the Office of Diversity and Equity Programs (ODE). The Director of Diversity and Equity Programs and the ODE staff are the employees directly involved in the development of the plan. Staff in the Human Resources Office also assist with data support to develop the Affirmative Action Plan.

The Chief Human Resource Officer, and Human Resources Administrators assist with the development, coordination, and implementation of human resources policy, practices and programs and provide effective advice and recommendations on proper human resources management practices, including ensuring that equal opportunity and affirmative action procedures in recruiting, hiring, interviewing, record keeping and evaluating progress are observed.

Other responsibilities of the Office of Human Resources include the assignment of an HR staff to serve as a member of all unclassified and classified searches to assure that the affirmative action procedures are being implemented in the employment process through involvement in recruiting, interviewing, hiring, evaluating, promoting or counseling employees, including their counterparts throughout the academic and administrative structure. In addition, the HR Office is responsible on a continuing basis for thorough knowledge of federal, state, and the University affirmative action requirements.

Deans, managers, administrators, and supervisors, including department chairpersons and division directors, are fully responsible for implementing those aspects of the affirmative action program related to their respective areas of concern. This includes recruitment, interviewing, hiring, evaluating, promoting, and counseling managers, administrators, and supervisors.

They are required to submit job descriptions and procedures used for the active recruitment of minorities, females, and other protected groups and all search related paperwork throughout the recruitment process to the Director of Diversity and Equity Programs.

First line supervisors are responsible for ensuring that employees are aware of their rights and opportunities and should make their respective supervisors or department heads cognizant of problems or areas of dissension. Managers and supervisors are evaluated and monitored in their affirmative action performance on a continual basis.

NAME – TITLE		**% OF TIME ON AFFIRMATIVE ACTION DUTIES**
Paula Rice Director of Diversity And Equity Programs	BF	100%
Daisy Baez-Torres Faculty and Staff Diversity Recruitment and Retention Specialist	HF	50%
Timothy Krauss Business Analyst	WM	20%
Julia Irwin Vice President of Academic Affairs	WF	20%
Tracy Tyree Vice President Student & University Affairs	WF	20%
Michael Keagan Vice President Instituional Advancement	WM	20%
Julie Edstrom Associate Vice President Enrollment management	WF	20%
Lilian Wanjagi Vice President for Finance & Administration	BF	20%
Walter Schwarz Interim Chief Information and Technology	WM	20%
Jes Kraus Chief Human Resources Officer	WM	20%
LeKecia Anderson University HR Administrator	BF	20%
Tisha Miller University HR Administrator	OF	20%
Marlene Cordero HR Associates/Assistant	HF	20%
Sandra Bulmer Interim President	WF	10%
Deans, Managers, and Supervisors		10%
DEI Advisory Council, MRRC, MRMC		10%

(h) The University will monitor and evaluate programs essential for a successful Affirmative Action Plan utilizing a system providing for goals and initiatives and for periodic evaluation. Through the combined efforts of the Interim President, the Director for Diversity and Equity Programs, and the President's Leadership team the University will evaluate the effectiveness of the affirmative action program. Additionally, feedback or recommendations from campus personnel, either verbal or written, is continually invited, accepted, and reviewed.

1) The Affirmative Action Plan is subject to ongoing review and evaluation by the Director for Diversity and Equity Programs in conjunction with the Interim President and cabinet to revise any goals, objectives, or programs in order to meet changes in the University's employment situation.

2) Supervisors' performance, and their policies and procedures are reviewed to evaluate their progress and efforts in achieving affirmative action goals and objectives.

3) The affirmative action program is also reviewed periodically to determine what, if any, barriers there might be to the effective implementation of the program and achievement of program goals and timetables.

Summary of activities taken to satisfy the requirements of this section in this reporting period:

1. The Director of Diversity and Equity Programs met with faculty and staff to discuss affirmative action goals, diversity issues, sexual harassment training and other non-discriminating employment practices.

2. Staff from the Division of Diversity and Equity Programs consulted with all search chairs or department chairs throughout the search process to discuss effective search procedures and necessary data collection and submission of information for the Affirmative Action Plan.

3. The Director of Diversity and Equity Programs met with new faculty to discuss the University's policies on nondiscrimination and sexual harassment and to answer questions on academic legal issues, non-discriminatory employment practices and related matters.

4. The Interim President, the Vice Presidents, and the Director of Diversity and Equity Programs scheduled meetings where employees were acquainted with their specific responsibilities in the Affirmative Action Plan.

5. Members of the Office of Diversity and Equity Programs participated in the state-mandated training and attended workshops on race and human relations.

6. The Interim President, the Vice Presidents, and the Director of Diversity and Equity Programs also met with the MRMC and MRRC committees to address the affirmative action issues regarding hiring and retaining minority faculty. The faculty and administrative minority recruitment and retention committees meet regularly during the semester.

8. At the outset of the academic year, the hiring goals for all occupational categories are distributed to leadership and to personnel involved in the search and hiring process. A set of the goals was given to search committee chairs.

9. The Office of Diversity and Equity Programs continued its efforts to educate search committees and search committee chairpersons, emphasizing the importance of meeting hiring goals, especially in the faculty, executive, administrative, managerial, and professional non-faculty occupational categories, where national searches are conducted.

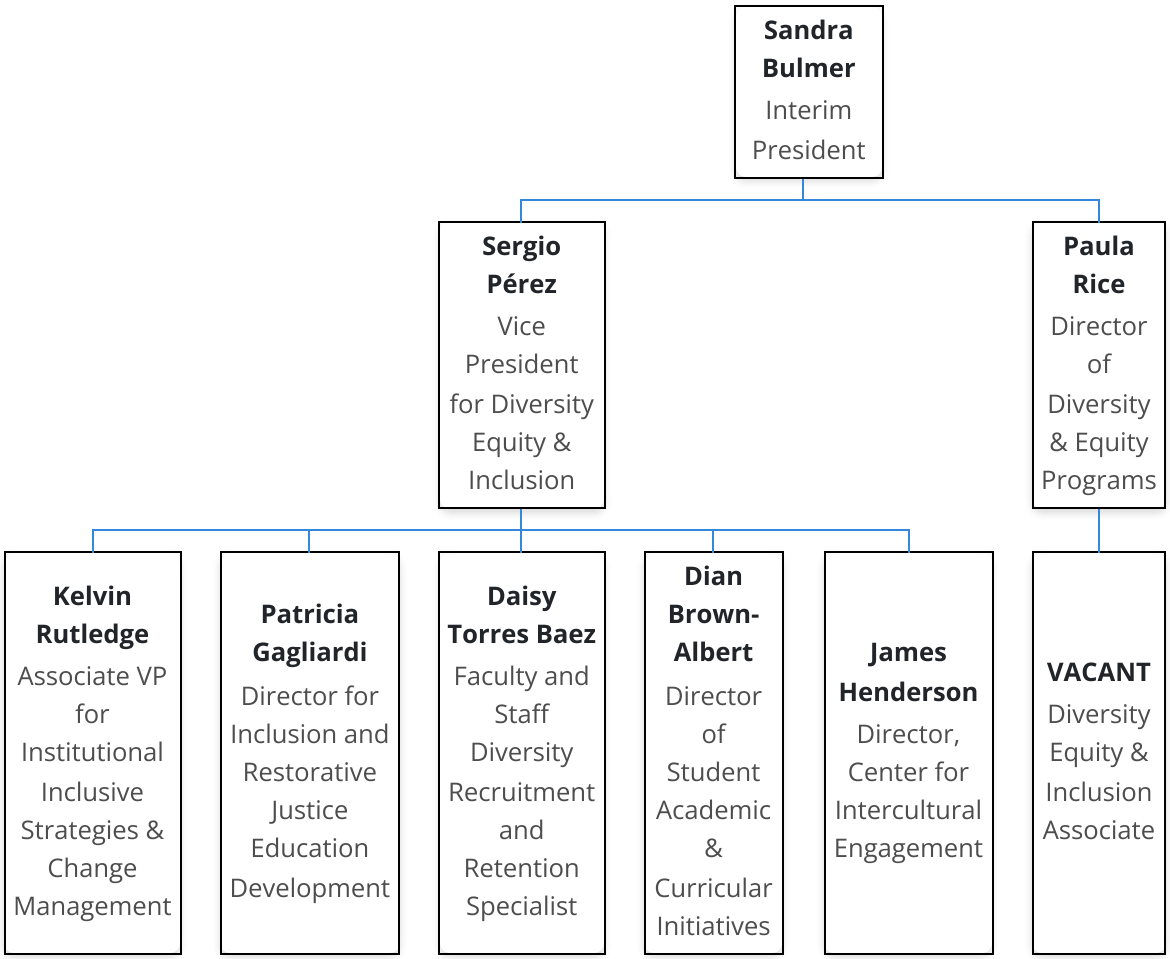
10. At a minimum, the following steps were taken by the Director for Diversity and Equity Programs to enforce the plan:
    a. Approval of advertisements for all positions searches to ensure that no discriminatory language is used and the University is recognized as an affirmative action-equal opportunity employer.
    b. Approval of membership on search committees for all positions.
    c. One or more meetings with every search committee to discuss affirmative action goals, recruitment strategies, nondiscriminatory interviewing, and search procedures.
    d. Approval of all interviews.
    e. Approval of all search files acknowledging the affirmative action procedures have been followed.
    f. Approval of all University external publications to ensure that the compliance policy is printed.
    g. Identification of female and minority applicants: all applicants for unclassified positions are asked to fill out online affirmative action response card. All responses are recorded by race, gender, veteran, and disability status into an Excel database for each position. These files are confidentially maintained in the Office of Diversity and Equity Programs.
    h. Advise management that searches can be extended or closed when the applicant pool is of insufficient size for the discipline, or the search committee cannot demonstrate a good faith effort to recruit a diverse pool of applicants.

Southern Connecticut State University
SCSU

Organizational Charts

Select Chart

Diversity, Equity, and Inclusion


Sandra Bulmer
Interim President
Sergio Pérez
Vice President for Diversity Equity & Inclusion
Paula Rice
Director of Diversity & Equity Programs
Kelvin Rutledge
Associate VP for Institutional Inclusive Strategies & Change Management
Patricia Gagliardi
Director for Inclusion and Restorative Justice Education Development
Daisy Torres Baez
Faculty and Staff Diversity Recruitment and Retention Specialist
Dian Brown-Albert
Director of Student Academic & Curricular Initiatives
James Henderson
Director, Center for Intercultural Engagement
VACANT
Diversity Equity & Inclusion Associate

`

5. Organizational Analysis
Section 46a-68-82

JOB TITLE STUDY

(These are titles used by the agency. Not all titles/positions are currently filled.
Titles listed in italics are in order from bottom to top representing the lines of progression)

UNCLASSIFIED

OFFICE OF ACADEMIC AFFAIRS

Provost/Vice President Academic Affairs
Associate Vice President Academic Affairs
Associate Vice President for Strategic Initiatives and Outreach

Academic Schools

Arts & Sciences
Dean, School of Arts and Sciences
Associate Dean, School of Arts and Sciences

Business
Dean, School of Business & Economics
Assistant to Dean/Accreditation Coordinator
Director of MBA Program

Education
Dean, School of Education
Associate Dean, School of Education
Director of Field Experience-School of Education

School of Graduate Studies Research and Innovation
Dean of Graduate Studies
Associate Dean of Graduate Programs
Associate Director of SPAR
Associate Director Post-Award
Assistant Director Post-Award

School of Health and Human Services
Dean, School of Health and Human Services
Associate Dean, School of Health and Human Services
Director of Field Experience & MSW Administrator
Clinical Coordinator Nursing

Institutional Effectiveness

Associate Vice President for Institutional Effectiveness
Director of Assessment
Assessment Resource Associate
Business Manager, Assessment & Planning
Assistant Director of Institutional Research

Faculty Development
Director of Faculty Development
Associate in Faculty Development

First Year Experience (FYE) Office
Director of FYE
Associate Director of FYE
Assistant Director of FYE

Faculty
Professor
Associate Professor
Assistant Professor
Coaches I, II, III & IV
Athletic Trainer 2
Instructor
Lecturers; Levels A, B, C, and D

Library Services
Director of Library Services
Librarian
Associate Librarian
Assistant Librarian

International Education
Director of International Education
Assistant Director of International Education
Immigration Specialist

ENROLLMENT MANAGEMENT
Associate Vice President for Enrollment Management
Enrollment Systems Coordinator

Admissions
Director of Admissions
Associate Director of Admissions
Assistant Director of Admissions
Admissions Counselor
Admissions Specialist
Admissions and Field Placement Assistant

Registrar
Registrar
Associate Registrar
Assistant Registrar

Academic and Career Advising
Senior Associate Director
Associate Director of Academic Advising
Assistant Director of Academic Career Advising
Coordinator of Adv for Major Exploration

Financial Aid
Director of Financial Aid & Scholarships
Associate Director of Financial Aid & Scholarships
Assistant Director of Financial Aid
Financial Aid Systems and Compliance Specialist
Financial Aid Counselor
Scholarship Coordinator
Student Loan and Pell Grant Administrator

FINANCE AND ADMINISTRATION
Vice President Finance and Administration
Director of Business Services

Controller
University Controller
Director of Accounting Services
Business Analyst
Financial Analyst
Grants Fiscal Associate
Fiscal Assistant

Card Office
Director of Financial Business Applications
Campus One Card Administrator
Accounts Payable Coordinator

Payroll
Payroll Coordinator
Payroll Officer 1

Bursar's Office
Bursar
Assistant Bursar/Cash Management
Assistant Bursar/Federal Programs
Director of Financial Planning and Information Services
Financial Information System Support Specialist

Procurement and Contract Compliance
Manager Contract Compliance and Procurement
Procurement Card Program Administrator
University Records Specialist
Procurement Specialist
Business Analyst

Facilities Operations
Associate Vice President for Capital Budget and Facilities Operations
Director of Arch Services
Director of Facilities Engineering
Director of Facilities Planning & Architectural Services
Assistant Director of Facility Plan/Arch Services
Coordinator of University Construction & Facilities Management
Director Environmental Health & Safety
Director of Facilities Operations Services
Assistant Director Facilities Operations
Assistant Property Control Coordinator
Director of Custodial Services
Associate Director of Custodial & Grounds Services
Recycling Coordinator
Accounting and Budget Assistant

University Police
Chief of Police/Director of Public Safety
Deputy Chief of Police, Associate Director of Public Safety

Office of Human Resources
Chief Human Resources Officer
University HR Administrator
Associate in Human Resources
Assistant in Human Resources

STUDENT AFFAIRS
Vice President of Student Affairs
Associate Vice President of Student Affairs
Assistant Vice President-Dean of Student Affairs
Assistant Vice President Student Affairs

Student Conduct
Assistant Dean and Director of Student Conduct
Assistant Director of Student Conduct

Health Services
Director of Health Services
Associate Director of Health and Wellness Services
Assistant Director of Health Services
College Nurse Practitioner (APRN)
Clinical Practice Manager

Counseling Services
Director of Counseling Services
Associate Director of Counseling Services
Coordinator for Center of Wellbeing
Counselor
Assistant Counselor

Director of Student Life
Director of Student Life
Associate Director of Student Life
Assistant Director of Student Life
Assistant Director of Student Life for Clubs & Organizations

Violence Prevention Victim Advocacy Center (VPAS)
Coordinator of Victim Advocacy and Support Services
Sexual Assault and Prevention Specialist

Disability Resources
Director of Disabilities Resources
Assistant Director Disability Resources
Disability Specialist

Student Success Center
Director of Academic Student Success
Associate Director of Academic Success Center

Student Center
Director of Student Center
Associate Director University Student Center
Assistant Director of Student Center/Coordinator of Conference Services
Manager of Technology Systems for ASC
Assistant Director of Student Center Fitness

Residence Life
Director of Residence Life
Associate Director of Housing Operations
Assistant to the Director of Residence Life
Housing Assignment Coordinator
Associate Director of Residence Education and Community Development
Residence Hall Director

Transfer Student Services
Director of Transfer Student Services
Assistant Director of Transfer Student Services
Transfer Services Assistant

Lyman Performing Arts Center
Director of Lyman Center
Associate Director Student Activities and Special Events
Assistant Director of Lyman Center
Assistant Director of Business Services

Athletics
Director of Intercollegiate Athletics
Associate Director of Athletics
Associate Director of Athletics/Communication
Assistant Director of Athletics
Assistant Director/Athletic Equipment Manager
Assistant Director of Athletics/Fiscal Administrator
Assistant Compliance Coordinator
Assistant Coordinator Athletics
Coordinator Athletic Facilities

INSTITUTIONAL ADVANCEMENT
Vice President Institutional Advancement
Associate VP for Institutional Inclusion Strategies & Change Mgmt

Annual Giving
Director of Annual Leadership Giving
Assistant Director of IA, Annual Giving
Prospect Research Officer

Alumni Relations
Director of Alumni Relations
Assistant Director of Alumni Relations
Business Manager, IA Foundation Manager
Assistant to the Business Manager
User Support Specialist

Public Affairs
Director of Public Affairs
Assistant Director of Public Affairs
University Writer/Editor
Assistant Manager of Internet Services
Coordinator of Graphic Services

INFORMATION TECHNOLOGY

Chief Information Officer
Associate Chief Information Officer
Director of Academic Technologies
Director of IS Computing and Infrastructures
Director of IS System and Application
Director of Information Systems –Tech Administration
Director Technology Administration
Director of ERP Application Services
System Manager
Enterprise Infrastructure Manager
Telecommunications Manager
Voice & Video Network Manager
Enterprise Infrastructure Administrator (Unix)
Enterprise Infrastructure Administrator (Database)
Coordinator of Academic Technologies
Web Application Development
Tech Support Analyst
Director of ERP Application Services
Customer Support Center Lead
Tech Support Engineer
Coordinator of High-Tech Classrooms
Programmer Specialist
Infrastructure Support Specialist
Technical Support Specialist (LAN)
Student Information System Banner/ERP Specialist

DIVERSITY, EQUITY AND INCLUSION

Vice President of Diversity, Equity & Inclusion
Associate VP of Strategic Institutional Inclusion and

UNCLASSIFIED POSITIONS WITHOUT LINES OF PROGRESSION

Administrative Operations Assistant
Assistant Program Manager (Physics)
Associate Dean, Career & Student Success
Associate Dean of Student Affairs
Associate VP for Institutional Inclusion Strategies & change Management
Chemistry Stockroom Manager
Coordinator of Academic Resources
Coordinator of Multicultural Center
Coordinator of Substance Abuse Programs (Drug & Alcohol Resource Center)
Coordinator of Summer Educational Opportunity Programs
Coordinator of the Wellness Center
Coordinator of Veterans and Military Service
CSU Administrative Assistant
Director of Diversity and Equity Programs
Director of Inclusion & Rest Justice Educ
Director of Institutional Research

UNCLASSIFIED POSITIONS WITHOUT LINES OF PROGRESSION

Director of New Students & Sophomore Programs
Faculty Development Associate
Faculty Staff Diversity Recruitment & Retention Specialist

TITLES AT TOP OF THEIR LINE OF PROGRESSION WITHOUT FURTHER LINES OF PROGRESSION

Associate Vice President for Capital Budget and Facilities Operations
Director of Community Engagement
Associate Vice President for Institutional Effectiveness
Bursar
Chief Human Resources Officer
Chief Information Officer
Chief of Police/Director of Public Safety Director of Student Life
Coordinator of VPAS
Director of Academic Student Success
Director of Campaign Operations
Director of Counseling Services
Director of Disabilities Resources
Director of Financial Aid & Scholarships
Director of Health Services
Director of Intercollegiate Athletics
Director of Intercollegiate Athletics
Director of Lyman Center
Director of Residence Life
Director of Student Center
Director Residence Life
Provost/Vice President Academic Affairs
University Controller
Vice President of Diversity, Equity & Inclusion
Vice President Institutional Advancement

B. CLASSIFIED

Supervising Accountant
Accountant
Associate Accountant
Fiscal Administrative Assistant

Purchasing Services Officer
Purchasing Assistant
Contract Compliance Specialist

B. CLASSIFIED

Office Supervisor
Administrative Assistant
Office Auto System Spec
Secretary 2
Secretary 1
Office Assistant
Clerk Typist

Payroll Clerk
Processing Technician
Head Cash Accounting Clerk
Head Clerk
Clerk

Mail Services Supervisor
Mail Handler
Mail Handler Trainee
Messenger & Supply Clerk

Material Storage Supervisor
Storekeeper
Bookstore Assistant
Collection Agent

Telecommunications Operator
Lead Telephone Operator
Telephone Operator

Supervising Communications Therapist
Communication Therapist

Library Technician
Library Technical Assistant

Supervising Stationary Engineer
Stationary Engineer
Plant Facility Engineer
Environmental Health & Safety Coordinator
Maintenance Services Supervisor
Building Maintenance Supervisor
Qualified Craft Worker, Automobile Mechanic
Qualified Craft Worker, Carpenter
Qualified Craft Worker, Electrician
Qualified Craft Worker, Locksmith
Qualified Crafts Worker, Painter
Qualified Crafts Worker, Plumber
Qualified Crafts Worker, HVAC
Qualified Crafts Worker, General Trades
Material Storage Supervisor

B. CLASSIFIED

Police Lieutenant
Police Sergeant
Detective
Police Officer
Protective Services Trainee
Telecommunications Dispatcher

Building and Grounds Patrol Officer
Building Superintendent
Supervising Custodian
Skilled Maintainer
Lead Custodian
Maintainer
Custodian

OCCUPATIONAL CATEGORY STUDY
EXECUTIVE, ADMINISTRATIVE & MANAGERIAL

PROFESSIONAL NON-FACULTY

These are titles used by the agency. Not all titles/positions are currently filled.

Titles are grouped in order of ranking

TITLE	**SALARY RANGE**
President	336,302
Provost/Vice President Academic Affairs	208,998 – 313,497
Executive Vice President for Finance & Admin	208,998 – 313,497
Vice President of Technology/CIO	185,888 –278,831
Vice President of Diversity, Equity & Inclusion	185,888 –278,831
Vice President Student and University Affairs	185,888 –278,831
Vice President Institutional Advancement	185,888 –278,831
Vice President of Enrollment	157,974– 236,961
Dean, School of Arts and Sciences	157,974– 236,961
Dean, School of Business	157,974– 236,961
Dean, School of Education	157,974– 236,961
Dean, School of Graduate Studies	157,974– 236,961
Dean, School of Health and Human Services	157,974– 236,961
Chief Human Resources Officer	134,661 – 201, 992
Associate VP for Academic Affairs	134,661 – 201,992
Associate VP for Alumni Outreach & Phil	134,661 – 201,992
Associate VP Capital Budgets and Facilities Operations	134,661 – 201,992
Associate VP for Institutional Inclusion Strategies & Change Mgmt	134,661 – 201,992
Associate VP Strategic Initiatives and Outreach	134,661 – 201,992
Director of Institutional Research	134,661 – 201,992
Director of Diversity & Equity Programs	134,661 – 201,992
Executive Director of Healthcare Programs	134,661 – 201,992
Chief of Police/Director of Public Safety	114,110 –171,164
Administrator 7	113,046 – 169,436
Director of Admissions	
Director of Athletics	
Director of Counseling Services	
Director of Graduate Admissions	
Director of Health Services	
Director of Info. Systems Tech Administration	
Director of Intercollegiate Athletics	
Director of IS, Systems and Applications	
Director of Library Services	
Director of Public Affairs	
Director of Residence Life	
University Controller	
Associate Dean School of Arts and Sciences	
Associate Dean, School of Business	
Associate Dean Career & Student Success	
Associate Dean Graduate Enrollment Management	
Associate Dean School of Education	

Associate Dean of Students
Associate Dean School of Health & Human Services
Associate Dean School of Business
Associate Dean Counseling and Wellness
Associate Dean STEM

Administrator 6 101,452 – 154,599

Assistant Dean of Students/Judicial Affairs
Associate Director of Admissions
Director of Academic & Career Advising
Director of Academic Success Center
Director of Academic Technologies
Director of Accounting Services
Director of Arch Services
Director of Career Services
Director of CMD-Clinical Education
Director of Communication Engagement
Director of Community Advising
Director of ERP Application Services
Director of Facilities Planning & Arch. Services
Director of Financial Aid & Scholarships
Director of Info System-Edge Comp
Director of Information System- Tech Administration
Director of International Education
Director of IS System & Applications
Director of Lyman Center
Director of Marketing & Publications
Director of SPAR
Director of Special Academic Programs
Director of Sponsored Programs & Research
Director of Student Center
Director of Student Life
Director of Support Services
Director of Systems Integration
Director of Transfer Student Services
Director of University Development
Director of Women's Programs
Registrar
Senior Associate Athletic Director

Administrator 5 89,857 – 139,763

Assistant Director of Athletic Communications
Associate Athletics Director/Coord of Athletic Fac
Associate Director of Career & Prof Development
Associate Director of Counseling
Associate Director of FYE
Associate Director of Housing Operations
Associate Director of Residence Life & Community Development
Audiology Supervisor
Bursar

Business Manager
CARE Director
Client Infrastructure Manager
Clinical Supervisor
Coordinator of University Construction and Facilities Operations
Coordinator of Violence Prevention & Victim Advocacy
Customer Services Support Manager
Database Manager
Director of Advancement Strategies & Technology
Director of Alumni Services
Director of Annual Giving
Director of Assessment
Director of Budgets & Financial Planning
Director of Center for Ed & Assistive Technology
Director of Clinical Education
Director of Customer & Grant Services
Director of Customer and Grant Services
Director of Donor Relations & Adv Events
Director of Environmental Health & Safety
Director of Facilities Engineering
Director of Facilities Operations/Grounds Services
Director of Field Experience
Director of Financial Business Applications
Director of Financial Literacy & Advocacy
Director of Inclusion & Rest Justice Educ
Director of Multicultural Center
Director of New Student & Sophomore Programs
Director of University Access Programs
Ent & Cloud Infrastructure Manager
Enterprise Infrastructure Manager
ERP/Academic Application Manager
Infrastructure Support Specialist
Major Gifts Officer
Manager, Contract Compliance & Procurement Services
Senior Associate Director
Speech Language Path Clinical Supervisor
Systems Manager
Telecommunications Manager
Voice & Video Network Manager

TITLE	SALARY RANGE
Administrator 4	78,262 – 124,925

Accounts Payable Coordinator
Administrative Coordinator for Interdisciplinary Students
Assistant Athletics Director for Sports Performance
Assistant Athletics Director/Equipment Manager
Assistant Athletics Director/Fiscal Affairs
Assistant Dean of Education
Assistant Dean of Student Affairs

Assistant Director of Academic & Career Advisement
Assistant Director of Career and Professional Development
Assistant Director of Customer & Grant Services
Assistant Director of External Relations
Assistant Director of Facilities Operations
Assistant Director of Facilities Planning & Arch. Services
Assistant Director of Finance and Information Services
Assistant Director of Financial Aid
Assistant Director of Health Services
Assistant Director of Intercollegiate Athletics
Assistant Director of Residence Life
Assistant Director of Student Activities/Special Events
Assistant Director of Student Conduct
Assistant Director of Student Life for Clubs & Organizations
Assistant Director/ICM for Social Media
Assistant Manager of Internet Services
Associate Bursar
Associate Director for Healthcare Studies
Associate Director of Academic & Career Advising
Associate Director of Academic Advisement
Associate Director of Academic Success Center
Associate Director of Academic Support
Associate Director of Admissions
Associate Director of Alumni Services
Associate Director of Career Services
Associate Director of Counseling
Associate Director of Custodial/Grounds
Associate Director of Disability Resource Center
Associate Director of Financial Aid
Associate Director of Health and Wellness Services
Associate Director of Housing
Associate Director of Lyman
Associate Director of Nursing Administration
Associate Director of Post Award Services
Associate Director of Pre-Award Services
Associate Director of Public Safety
Associate Director of Sponsored Programs & Research
Associate Director of Student Center
Associate Director of Student Involvement
Associate Director of Success Coaching & Programming
Associate Director of University Access Programs
Associate Registrar/Retention Officer
Associate Registrar/Scheduling Officer
Business Analyst
Business Manager, Assessment
Campus One Card Admin
Clinical Field Coordinator
College Health Nurse Practitioner
Coordinator of Academic Resources
Coordinator of Adaptive Technical Services

Coordinator of Campus Recreation & Fitness
Coordinator for Center of Wellbeing
Coordinator of Duplicating and Mail Services
Coordinator of First Year Services
Coordinator of Graphic Services
Coordinator of High-Tech Classrooms
Coordinator of Multicultural Counseling Services
Coordinator of Student Literacy & Advising
Coordinator of Substance Abuse Programs
Coordinator of University Construction
Coordinator of Veterans & Military Service
Coordinator of Victim Advocacy and Support Services
Coordinator of Wellness Center
Customer Support Center Supervisor
Database Administrator
Director of Field Experience & MSW Administrator
ECM Applications Administrator
Enterprise Infrastructure Administrator
Financial Aid Systems & Compliance Specialist
Financial Information Systems Support Specialist
Information Tech Coordinator for Res Life
Institutional Research Specialist
Instructional Support Specialist
Inventory Stores Coordinator
IS Trainer Lead
Manager of Technical Systems
Math Emporium Coordinator
Media & Instructional Services Supervisor
Nursing Simulation Coordinator
Payroll Coordinator
Program Manager
Programmer Analyst
Programmer Specialist
Purchasing Manager
Student Loan Administrator
Support Specialist
Technical Support Engineer
University Writer/Editor
Web Application Development Specialist

TITLE	SALARY RANGE
Administrator 3	66,669 – 110,089

Academic Affairs Associate
Academic International Program Coordinator
Accounting Budget Assistant
Accounts Payable Coordinator
Adaptive Technician
Assistant Bursar
Assistant Coordinator of Athletic Facilities
Assistant Director of AV/TV

Assistant Director of Educational Programs
Assistant Director of Academic Advising
Assistant Director of Admissions
Assistant Director of Advancement Services
Assistant Director of Alumni Affairs
Assistant Director of Annual Giving
Assistant Director of Business Services
Assistant Director of Disability Resource Center
Assistant Director of Educational Services
Assistant Director of Financial Aid
Assistant Director of Graduate Admissions
Assistant Director of Graduate Recruitment and Student Success
Assistant Director of Health Services
Assistant Director of Housing
Assistant Director of ICM/Website Development
Assistant Director of Institutional Research
Assistant Director of internal Communication & Marketing
Assistant Director of International Education
Assistant Director of International Programs
Assistant Director of Lyman Center
Assistant Director of Multicultural Center
Assistant Director of Public Affairs
Assistant Director of Public Affairs/Graphic Design
Assistant Director of Social Worker Field Education
Assistant Director of Sponsored Research
Assistant Director of Student Life
Assistant Director of Student Support Services
Assistant Director of Transfer Student Services
Assistant Director of University Student Center
Assistant Director of University Access Programs
Assistant Director University Counseling
Assistant Program Manager
Assistant Property Control Coordinator
Assistant Registrar
Assistant to Dean of Grad Studies
Business Analyst
Campus One Card Administrator
Certification & Title II Officer
Client Server Administrator
Clinical Coordinator
Clinical Practice Manager
Coordinator of SEOP
Coordinator of Student Services
Coordinator Support Ed. Program
Coordinator Women’s Center
Customer Support Center Lead
Development Associate
Disability Specialist
Faculty Development Associate
Financial Analyst

Gear-up Project Manager
Grants Fiscal Associate
Housing Assignment Coordinator
IS Trainer Lead
Major Gifts Associate
Payroll Coordinator
PC Maintenance Technician
PC Support Manager
Planner/Analyst
Procurement Card Program Administrator
Program Development Officer
Prospect Research Officer
REACH Coordinator
Residence Life Coordinator
Scholarship Coordinator
Student Loan Pell Grant Coordinator
Support Specialist
Sustainability Coordinator
System Program Analyst
Systems Programmer Manager
Technical Support Analyst
Telecommunication Analyst
User Support Specialist

Administrator 2 55,074 – 95,252

Admin & Field Placement Assistant
Accounting & Budget Assistant
Admissions Counselor
Assistant Dean of Student Affairs
Assistant Director of Admission
Assistant for Faculty Development
Assistant in Academic Advising
Assistant in Business Services
Assistant in Disability Resources
Assistant to Bursar
Assistant to Director of Career Services
Assistant to Director of Extended Learning
Assistant to Director of Residence Life
Assistant to Director of Staff & Programming
Assistant to Director of Student Center
Assistant to Director of Student Supportive Services
Assistant to Director Public Affairs/Writer
Assistant to Director Student Services
Assistant to Registrar
Assistant to the Business Manager
Chemistry Stockroom Manager
Collections Agent
Development Assistant/Donor Relations
Financial Aid Counselor
Fiscal Assistant

Nursing Lab Coordinator	
Program Director CONNCAP Program	
Property Control Assistant	
Research Associate	
Residence Hall Director	
Student Development Specialist	
Transfer Services Assistant	
Vaccine Outreach Coordinator	
Administrator 1	43,479 – 80,416
Project Coordinator	
Nursing Information & Program Admissions Coordinator	
OTHER TITLES	
Coach 4	103,666 – 138,222
Coach 3	87,198 – 116,264
Coach 2	70,729 – 94,306
Coach 1	62,495 – 83,327
Coach A	49,996 – 66,662
Librarian	103,666 – 138,222
Counselor	103,666 – 138,222
University HR Administrator	97,546 – 146,318
Associate Counselor	87,198 – 116,264
Associate Librarian	87,198 – 116,264
Accountant	78,296 – 101,215
Assistant Counselor	70,729 – 94,306
Assistant Librarian	70,729 – 94,306
Administrative Assistant to the President	60,123 – 90,183
Payroll Officer 1	72,758 – 91,881
Associate in HR	70,756 – 106,134
CSU Administrative Assistant	60,123 – 90,183
Assistant in HR	60,123 – 90,183
Administrative Operations Assistant	51,227 – 76,839
Professor	103,666 – 138,222
Associate Professor	87,198 – 116,264
Assistant Professor	70,729 – 94,306
Instructor	62,495 – 83,327
Lecturer A	1938 Per Semester Hour
Lecturer B	2013 Per Semester Hour
Lecturer C	2092 Per Semester Hour
Lecturer D	2119 Per Semester Hour
Lecturer E	2198 Per Semester Hour

Lecturer F Hour	2272 Per Semester

THE ABOVE ARE UNCLASSIFIED – PROMOTIONAL POSITIONS TO WHICH ONE MAY BE PROMOTED PROVIDING THEY MEET THE ACADEMIC AND EXPERIENCE REQUIREMENTS SET FORTH IN THE COLLECTIVE BARGAINING CONTRACT. THE LECTURER POSITIONS ARE PART – TIME AND IN THE AAUP FACULTY BARGAINING UNIT.

OCCUPATIONAL CATEGORIES PROMOTIONAL
TECHNICAL- PARAPROFESSIONAL AND SECRETARIAL (CLASSIFIED)

TITLE	SALARY RANGE
Administrative Assistant	63,777 – 82,530
Purchasing Assistant	57,949 – 75,518
Secretary 2	55,248 – 72,247
Payroll Clerk	55,248 – 72,247
Secretary 1	50,475 – 66,229
Office Assistant	48,365 – 63,456
Storekeeper	44,837 – 57,056
Clerk Typist	43,364 – 54,815
Clerk	41,129 – 51,473
Mail Services Supervisor 1	54,114 – 70,269
Mail Handler	43,571 – 55,176
Lead Telephone Operator	49,377 – 64,482
Telephone Operator	43,571 – 55,176
Library Technician	69,341 – 87,846
Library Technical Assistant	57,039 – 73,372

OCCUPATIONAL CATEGORY STUDY
SKILLED CRAFTS (CLASSIFIED)

TITLE	SALARY RANGE
Building Maintenance Supervisor	80,895 – 105,430
Maintenance Supervisor 2	77,203 – 100,802
Maintenance Supervisor 1	70,460 – 92,147
Material Storage Supervisor 2	59,511 – 76,733
Qualified Craft Worker	62,359 – 80,175
Stationary Engineer	56,720 – 73,426
General Trade Worker	51,664 – 67,299
Skilled Maintainer	49,377 – 64,482

OCCUPATIONAL CATEGORY STUDY
SERVICE AND MAINTENANCE (CLASSIFIED)

TITLE	SALARY RANGE
Building Superintendent 2	65,463 – 83,829
Building Superintendent 1	59,511 – 76,733
Supervising Custodian	49,377 – 64,482
Lead Custodian	43,571 – 55,176
Custodian	41,213 – 51,500
Maintainer	41,213 – 51,500

OCCUPATIONAL CATEGORY STUDY
PROTECTIVE SERVICES (CLASSIFIED)

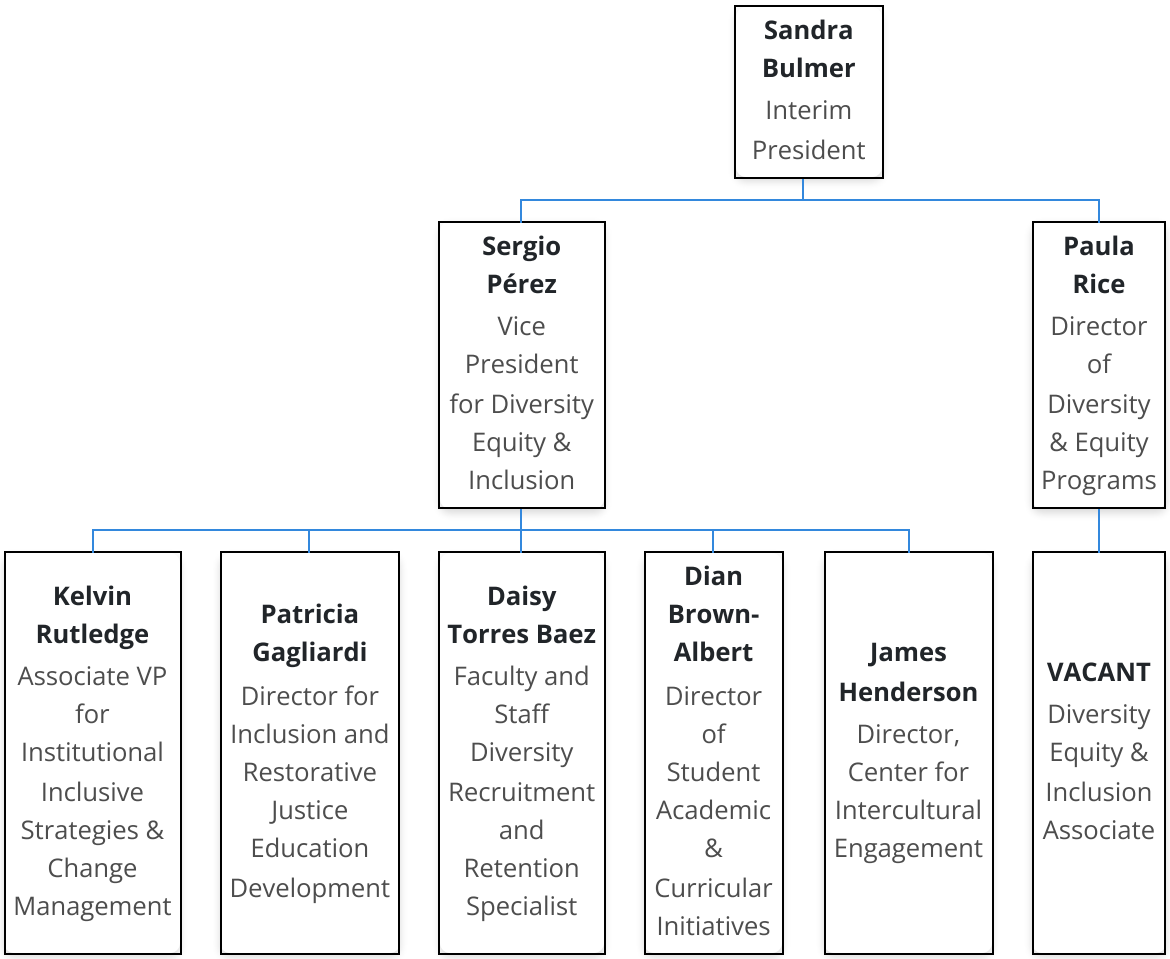
TITLE	SALARY RANGE
Police Lieutenant	97,301 – 121,941
Police Sergeant	76,981 – 96,973
Detective	74,239 – 92,104
Police Officer	67,519 – 84,153
Telecommunication Dispatcher	52,741 – 69,162
Protective Services Trainee (Police)	51,096 – 64,489
Telecommunications Operator	44,622 – 56,611

Southern Connecticut State University
SCSU

Organizational Charts

Select Chart

Diversity, Equity, and Inclusion


Sandra Bulmer
Interim President
Sergio Pérez
Vice President for Diversity Equity & Inclusion
Paula Rice
Director of Diversity & Equity Programs
Kelvin Rutledge
Associate VP for Institutional Inclusive Strategies & Change Management
Patricia Gagliardi
Director for Inclusion and Restorative Justice Education Development
Daisy Torres Baez
Faculty and Staff Diversity Recruitment and Retention Specialist
Dian Brown-Albert
Director of Student Academic & Curricular Initiatives
James Henderson
Director, Center for Intercultural Engagement
VACANT
Diversity Equity & Inclusion Associate

`

6. Workforce Analysis
Section 46a-68-83

FORM 38A

Category:
Titles: **All**

Date: **April 30, 2025**

WORKFORCE ANALYSIS

Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or more Races Males	Two or more Races Females
I. EXECUTIVE	32	16	16	9	11	4	4	1	1	2	0	0	0
		50.0%	50.0%	28.1%	34.4%	12.5%	12.5%	3.1%	3.1%	6.3%	0.0%	0.0%	0.0%
II. FACULTY	407	197	210	147	154	15	14	5	11	30	31	0	0
		48.4%	51.6%	36.1%	37.8%	3.7%	3.4%	1.2%	2.7%	7.4%	7.6%	0.0%	0.0%
III. PROF./NON FACULTY	270	101	169	73	114	14	28	4	16	8	11	2	0
		37.4%	62.6%	27.0%	42.2%	5.2%	10.4%	1.5%	5.9%	3.0%	4.1%	0.7%	0.0%
IV. SECRETARIAL/CLERICAL	75	9	66	8	30	1	23	0	11	0	1	0	1
		12.0%	88.0%	10.7%	40.0%	1.3%	30.7%	0.0%	14.7%	0.0%	1.3%	0.0%	1.3%
V. TECH/PARAPROFESSIONAL	5	1	4	0	2	0	0	1	0	0	2	0	0
		20.0%	80.0%	0.0%	40.0%	0.0%	0.0%	20.0%	0.0%	0.0%	40.0%	0.0%	0.0%
VI. SKILLED CRAFTS	31	31	0	23	0	5	0	2	0	1	0	0	0
		100.0%	0.0%	74.2%	0.0%	16.1%	0.0%	6.5%	0.0%	3.2%	0.0%	0.0%	0.0%
VII. PROTECTIVE SERVICES	24	18	6	11	4	3	2	4	0	0	0	0	0
		75.0%	25.0%	45.8%	16.7%	12.5%	8.3%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
VII. MAINTENANCE	78	50	28	11	4	31	16	8	8	0	0	0	0
		64.1%	35.9%	14.1%	5.1%	39.7%	20.5%	10.3%	10.3%	0.0%	0.0%	0.0%	0.0%
Total	922	423	499	282	319	73	87	25	47	41	45	2	1
4/2024 AA Plan	*922*	*423*	*499*	*282*	*319*	*73*	*87*	*25*	*47*	*41*	*45*	*2*	*1*
Change +/-	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*
		45.9%	54.1%	30.6%	34.6%	7.9%	9.4%	2.7%	5.1%	4.4%	4.9%	0.2%	0.1%

FORM 38A

Category: **I. Executive**
Titles: **All**
Date: **April 30, 2025**

WORKFORCE ANALYSIS

Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Male	Two or More Female
President	0	0	0										
Provost/VP Academic Affairs	0	0	0										
Executive Director of Healthcare Programs	1	0	1		1								
Executive VP for Finance & Admin	1	0	1				1						
VP Student & Univ Affairs	1	0	1		1								
VP Institutional Advancement & Director of Development	1	1	0	1									
VP of Enrollment Management	1	0	1		1								
VP of Diversity, Equity and Inclusion	0	0	0										
VP of Technology/CIO	0	0	0										
Assoc Dean, Arts & Sciences	1	1	0	1									
Assoc Dean, Career & Student Success	1	1	0			1							
Assoc Dean, Education	1	0	1		1								
Assoc Dean, Graduate Enrollment Management	1	0	1		1								
Assoc Dean, Health and Human Services	1	0	1				1						
Assoc Dean, School of Business	1	1	0							1			
Assoc Dean, School of Graduate Programs	1	0	1		1								
Assoc Dean, STEM	1	0	1				1						
Assoc VP for Academic Affairs	1	0	1						1				
Assoc VP for Capital Budgets & Facilities Operations	1	1	0	1									
Assoc VP for Institutional Advancement/Alumni Relations	1	0	1		1								
Assoc VP for Instututional Inclusion & Strategic Change Management	1	1	0			1							
Assoc VP of Student Affairs	1	1	0	1									
Assoc VP Strategic Initiatives & Outreach	1	0	1		1								
Chief Human Resources Officer	1	1	0	1									
Chief of Police, Director of Public Safety	1	1	0			1							
Dean, College of Health and Human Services	1	0	1		1								
Dean, School of Arts and Sciences	1	1	0	1									
Dean, School of Business	1	1	0	1									
Dean, School of Education	1	1	0	1									
Dean, Graduate and Professional Studies	1	0	1		1								
Director of Intercollegiate Athletics	1	1	0			1							
Director of Admissions	1	1	0					1					
Director of Buley Library	1	0	1		1								
Director of Diversity & Equity Programs	1	0	1				1						
Director of Institutional Research	1	1	0							1			
Director of Public Affairs	1	1	0	1									
University Controller	0	0	0										
Total	32	16	16	9	11	4	4	1	1	2	0	0	0
4/2024 AA Plan	*31*	*17*	*14*	*11*	*10*	*3*	*2*	*1*	*2*	*2*	*0*	*0*	*0*
Change +/-	1	-1	2	-2	1	1	2	0	-1	0	0	0	0
		50.0%	50.0%	28.1%	34.4%	12.5%	12.5%	3.1%	3.1%	6.3%	0.0%	0.0%	0.0%

FORM 38A Category: **II. Faculty**
Titles: **All**
WORKFORCE ANALYSIS
Date: **April 30, 2025**

Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Male	Two or More Female
Professor	**192**	**101**	**91**	**80**	**70**	**8**	**2**	**3**	**5**	**10**	**14**		
Associate Professor	**134**	**66**	**68**	**47**	**50**	**4**	**5**	**1**	**4**	**14**	**9**		
Assistant Profesor	**58**	**16**	**42**	**8**	**26**	**1**	**6**	**1**	**2**	**6**	**8**		
Coach IV	**10**	**6**	**4**	**5**	**4**	**1**							
Coach III	**5**	**4**	**1**	**4**	**1**								
Coach II	**7**	**3**	**4**	**2**	**3**	**1**	**1**						
Coach I/A	**1**	**1**	**0**	**1**									
Total	**407**	**197**	**210**	**147**	**154**	**15**	**14**	**5**	**11**	**30**	**31**	**0**	**0**
4/2024 AA Plan	*413*	*201*	*212*	*152*	*160*	*15*	*12*	*4*	*12*	*30*	*28*	*0*	*0*
Change +/-	**-6**	**-4**	**-2**	**-5**	**-6**	**0**	**2**	**1**	**-1**	**0**	**3**	**0**	**0**
		48.4%	**51.6%**	**36.1%**	**37.8%**	**3.7%**	**3.4%**	**1.2%**	**2.7%**	**7.4%**	**7.6%**	**0.0%**	**0.0%**

FORM 38A	Category:		III. Professional Nonfaculty										
	Titles:		All				Date:	April 30, 2025					
			WORKFORCE ANALYSIS										
Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TWO or More RACES Male	TWO or More RACES Female
Associate Dean of Counseling and Wellness, Admin 7	1	1	0	1									
Associate Dean of Student Conduct, Admin 7	1	1	0	1									
Director of Accounting Services, Admin 7	1	0	1		1								
Director of IS, Tech Admin, Admin 7	1	0	1				1						
Director of Residence Life, Admin 7	1	1	0	1									
Senior Director of Conf, Events & SA Aux, Admin 7	1	1	0	1									
Associate Director of Admissions, Admin 6	1	0	1						1				
Associate Director of Pre Award Svcs, Admin 6	1	0	1		1								
Business Manager, Admin 6	1	0	1		1								
Deputy Director of Athletics & Rec, Admin 6	1	1	0	1									
Director of Academic Advising, Admin 6	1	1	0	1									
Director of Academic Success Center, Admin 6	1	0	1		1								
Director of Academic Technologies, Admin 6	1	1	0	1									
Director of Arch Services, Admin 6	1	1	0	1									
Director of Business Services, Admin 6	1	0	1		1								
Director of CARE, Admin 6	1	0	1		1								
Director of CMD of Clinical Education, Admin 6	1	0	1								1		
Director of Financial Aid, Admin 6	1	1	0					1					
Director of Infor System- Edge Comp, Admin 6	1	1	0	1									
Director of International Education, Admin 6	1	0	1		1								
Director of IS, Admin 6	1	1	0	1									
Director of IT Strat Init & Spec Proj, Admin 6	1	1	0	1									
Director of Student Health Services, Admin 6	1	0	1								1		
Director of Student Life, Admin 6	1	0	1		1								
Director of Support Services, Admin 6	1	1	0							1			
Director of System Intergration, Admin 6	1	1	0	1									
Director of Transfer Stud Svcs, Admin 6	1	0	1		1								
Director of Univ Development, Admin 6	1	0	1		1								
Registrar, Admin 6	1	0	1		1								
Senior Director of Continuing and Online Education, Admin 6	1	0	1		1								
Administrator of Internet Services, Admin 5	1	1	0							1			
Associate Athletic Director/Coord of Althletics Fac	1	1	0	1									
Associate Director of Athl/Comm, Admin 5	1	1	0	1									

FORM 38A	Category:		III. Professional Nonfaculty										
	Titles:		All				Date:	April 30, 2025					
			WORKFORCE ANALYSIS										
Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TWO or More RACES Male	TWO or More RACES Female
Associate Director of Athletics Fiscal Aff, Admin 5	1	1	0	1									
Associate Director of Career & Prof Dev, Admin 5	1	0	1		1								
Associate Director of Conference & Event Services, Admin 5	2	2	0	1		1							
Associate Director of Counseling, Admin 5	1	0	1		1								
Associate Director of First Year Exp, Admin 5	1	0	1		1								
Associate Director of Res Lif Housing Op, Admin 5	1	1	0	1									
Associate Director of Res Life, Ed. & Comm. Dev, Admin 5	1	0	1				1						
Associate Director of Student Conduct, Admin 5	1	0	1		1								
Audiology Supervisor, Admin 5	1	0	1		1								
Bursar, Admin 5	0	0	0										
Client Infrastructure Manager, Admin 5	1	1	0	1									
Clinical Supervisor (SLP), Admin 5	1	0	1		1								
Customer Support Center Manager, Admin 5	1	1	0									1	
Director of Advancement Strat & Tech, Admin 5	1	0	1		1								
Director of Alumni Relations, Admin 5	1	1	0			1							
Director of Annual and Leadership Giving, Admin 5	1	0	1		1								
Director of Asssement, Admin 5	1	1	0	1									
Director of Budget & Financial Planning, Admin 5	0	0	0										
Director of Center for Educ & Assist Tech, Admin 5	1	1	0	1									
Diector of Center Intercult Engage	1	1	0			1							
Director of Clinical Educ, Admin 5	1	0	1		1								
Director of Corporate & Found Relations, Admin 5	1	0	1		1								
Director of Custodial & Grounds Services, Admin 5	1	1	0			1							
Director of DEI Academic & Cur, Admin 5	1	0	1				1						
Director of Donor Relations, Admin 5	1	0	1		1								
Director of Env Health & Safety, Admin 5	1	1	0	1									
Director of Facilities Engineering, Admin 5	1	1	0	1									
Director of Facilities Operations Services, Admin 5	1	1	0	1									
Director of Field Exp School of Educ, Admin 5	1	0	1		1								
Director of Financial Bus Appl, Admin 5	1	1	0	1									
Director of Financial Literacy & Adv, Admin 5	1	1	0	1									
Director of Financial Planning & Budgets	1	1	0							1			
Director of Inclus & Restor Justice Educ, Admin 5	1	0	1		1								

FORM 38A	Category:		III. Professional Nonfaculty										
	Titles:		All				Date:	April 30, 2025					
			WORKFORCE ANALYSIS										
Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TWO or More RACES Male	TWO or More RACES Female
Director of Marketing & Publications, Admin 5	1	0	1		1								
Director of Multicultural Center, Admin 5	0	0	0										
Director of New Stud & Sophmore Prgm, Admin 5	1	1	0	1									
Director of Pre Professional Programs, Admin 5	1	0	1		1								
Director of Univ Access Program, Admin 5	1	0	1				1						
Enterprise Cloud Infra Mgr-Windows, Admin 5	2	2	0	2									
Enterprise Infra. Manager, Admin 5	1	1	0	1									
ERP/ Acad. Application Manager, Admin 5	1	0	1		1								
Infrastructure Support Specialist, Admin 5	1	1	0	1									
Major Gift Officer, Admin 5	2	2	0	1						1			
Media Relations Officer, Admin 5	1	0	1		1								
RL Stu Succ Ret Coord, Admin 5	1	0	1		1								
Senior Associate Director, Admin 5	1	0	1		1								
Speech-Lang Path Clin Prac Mgr, Admin 5	1	0	1				1						
Speech-Language Path, Clinical Supr Admin 5	4	0	4		2				1		1		
Telecommunications Manager, Admin 5	1	1	0	1									
Voice & Video Network Manager, Admin 5	1	1	0	1									
Accounts Payable Coord, Admin 4	0	0	0										
AD for Acad Interv & Coaching, Admin 4	1	1	0					1					
Admin Coord for Interdis Stud, Admin 4	1	1	0									1	
Assessment Resource Associate, Admin 4	1	0	1		1								
Assistant Athletic Director, Equip Mgr, Admin 4	1	1	0	1									
Assistant Athletic Director for Sports Performance, Admin 4	1	1	0	1									
Assistant Dean of Education, Admin 4	1	0	1		1								
Assistant Dean of Graduate Studies, Admin 4	1	0	1		1								
Assistant Director of Career & Prof Dev, Admin 4	2	0	2		1		1						
Assistant Director of Confer Event & Aux, Admin 4	1	1	0	1									
Assistant Director of External Relations Admin 4	1	0	1		1								
Assistant Director of Facilities Planning Admin 4	1	1	0	1									
Assistant Director of RL Upper Class Comm, Admin 4	1	1	0			1							
Assistant Director of Student Center, Admin 4	1	0	1		1								
Associate Bursar, Admin 4	1	1	0					1					
Associate Director of Academic Support, Admin 4	1	1	0	1									

FORM 38A	Category:		III. Professional Nonfaculty										
	Titles:		All				Date:	April 30, 2025					
			WORKFORCE ANALYSIS										
Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TWO or More RACES Male	TWO or More RACES Female
Associate Director of Accesibility Svcs, Admin 4	1	1	0	1									
Associate Director of Admissions, Admin 4	1	1	0	1									
Associate Director of Alumni Relations, Admin 4	1	0	1		1								
Associate Director of Annual Giving, Admin 4	1	0	1		1								
Associate Director of Custodians & Grounds, Admin 4	1	1	0			1							
Associate Director of Field Education, Admin 4	1	0	1		1								
Associate Director of Financial Aid, Admin 4	2	1	1			1	1						
Associate Director of Grad Recr, & Admission, Admin 4	1	1	0	1									
Associate Director of Health & Wellness, Admin 4	1	0	1				1						
Associate Director of Nursing Adm, Admin 4	1	0	1						1				
Associate Director of Post Award Svcs, Admin 4	1	0	1		1								
Associate Director of SI & Lead. Dev, Admin 4	2	1	1	1			1						
Associate Director of Sustanibility, Admin 4	1	0	1		1								
Associate Director of Transfer Stud Srvcs, Admin 4	1	0	1		1								
Associate Director of Univ Access Prog, Admin 4	1	0	1						1				
Associate Registrar, Admin 4	3	1	2	1	1		1						
Business Analyst, Admin 4	1	1	0	1									
Campus One Card Admin, Admin 4	1	0	1				1						
Clinical Field Coordinator-SLP, Admin 4	1	0	1		1								
College Nurse Practitioner, Admin 4	3	0	3		3								
Coordinator of Academic Resources, Admin 4	1	0	1		1								
Coordinator of Adv for First Yr Stud, Admin 4	1	1	0	1									
Coordinator of Adv for Maj Expl, Admin 4	1	0	1		1								
Coordinator of Bus Dev Fiscal Affairs, Admin 4	1	0	1								1		
Coordinator of Campus Rec & Fitness, Admin 4	1	1	0	1									
Coordinator of Conf & Events Tech Serv, Admin 4	1	1	0	1									
Coordinator of Graphic Svs, Admin 4	1	0	1		1								
Coordinator HighTech Classroom Aud Services, Admin 4	1	1	0	1									
Coordinator of Multicultural Counseling, Admin 4	1	0	1				1						
Coordinator of Substance Abuse Prog, Admin 4	1	0	1		1								
Coordinator of the Center of Wellbeing, Admin 4	1	0	1				1						
Coordinator of Univ Cons & Fac Mgmt, Admin 4	1	1	0	1									

FORM 38A	Category:		III. Professional Nonfaculty										
	Titles:		All				Date:	April 30, 2025					
			WORKFORCE ANALYSIS										
Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TWO or More RACES Male	TWO or More RACES Female
Coordinator of Vet, Mil & Ad Learn Svcs, Admin 4	1	0	1		1								
Coordinator of Victim Adv and Supp Svcs, Admin 4	1	0	1		1								
ECM Appl Administrator, Admin 4	1	1	0	1									
Enrollment Systems Coordinator, Admin 4	1	0	1		1								
Enterprise Infrastructure Admin, Admin 4	1	1	0	1									
Fin Info System Support Spec, Admin 4	1	1	0							1			
Grants Fiscal Administrator, Admin 4	1	0	1		1								
Info Tech Coord for Res Life, Admin 4	1	0	1		1								
Instructional Support Specialist, Admin 4	1	1	0	1									
Math Emporium Coordinator, Admin 4	1	0	1		1								
Media & Instr Svc Specialist, Admin 4	1	1	0	1									
Nursing Simulation Coordinator, Admin 4	1	0	1		1								
Payroll Coordinator, Admin 4	1	0	1		1								
Programmer Specialist, Admin 4	2	2	0	2									
Simulation Op/Tech Support, Admin 4	1	1	0			1							
Student Success Coach, Admin 4	1	0	1								1		
Tech Support Engineer, Admin 4	4	3	1	3	1								
Tech Support Analyst, Admin 4	1	1	0							1			
University Writer/Editor, Admin 4	1	0	1		1								
Web Application Development Spec, Admin 4	1	1	0	1									
Accounting/Budget Assistant, Admin 3	1	0	1		1								
Admissions Counselor, Admin 3	1	0	1		1								
Advancement Operations Analyst, Admin 3	1	0	1		1								
Assistant Bursar,Accts Rec/Stdnt Accts/Svcs, Admin 3	3	0	3		3								
Assistant Coordinator Athletics, Admin 3	1	1	0	1									
Assistant Director of Academic Advising, Admin 3	5	0	5		2		1		2				
Assistant Director of Admissions, Admin 3	3	2	1	2			1						
Assistant Director of Business Services, Admin 3	1	1	0	1									
Assistant Director of Educ Services, Admin 3	1	0	1						1				
Assistant Director of Financial Aid, Admin 3	1	1	0	1									
Assistant Director of Int Comm & Mktg, Admin 3	1	1	0	1									
Assistant Director of International Education, Admin 3	1	1	0	1									
Assistant Director of Int'l Programs, Admin 3	1	0	1		1								

FORM 38A	Category:		III. Professional Nonfaculty										
	Titles:		All				Date:	April 30, 2025					
			WORKFORCE ANALYSIS										
Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TWO or More RACES Male	TWO or More RACES Female
Assistant Director of Pre Professional Prgs, Admin 3	1	0	1		1								
Assistant Director of Public Affairs, Admin 3	1	0	1		1								
Assistant Director of Registrar's Office, Admin 3	1	0	1				1						
Assistant Director of Student Life, Admin 3	1	0	1								1		
Assistant Director of Transfer Student Services, Admin 3	1	0	1		1								
Assistant Director of University Access Programs, Admin 3	2	1	1			1			1				
Assistant Director, SWK Field Education, Admin 3	1	1	0					1					
Assistant Property Control Coordinator, Admin 3	1	1	0			1							
Assistant Registrar, Admin 3	6	2	4		4	2							
Business Analyst, Admin 3	1	0	1		1								
Clinical Coordinator Nursing, Admin 3	2	0	2		2								
Coordinator of Nursing School & EC Prog, Admin 3	1	0	1						1				
CRM Coordinator, Admin 3	1	0	1		1								
Customer Service Support Lead, Admin 3	1	1	0							1			
Digital Production Facility Coordinator, Admin 3	1	1	0	1									
Env Health & Safety Coordinator, Admin 3	1	1	0	1									
Faculty Development Associate, Admin 3	1	0	1		1								
Financial Analyst, Admin 3	2	0	2		2								
Housing Assignment Coordinator, Admin 3	1	0	1						1				
Immigration Specialist, Admin 3	1	0	1		1								
IT Business Oper Supp Admin, Admin 3	1	0	1		1								
MFT Clinical Practice Manager, Admin 3	1	0	1								1		
Procurement Associate, Admin 3	0	0	0										
Procurement Card Prog Admin, Admin 3	1	0	1		1								
Residence Life Coordinator, Admin 3	1	0	1				1						
Scholarship Coordinator, Admin 3	1	0	1		1								
Student Affairs Case Coordinator, Admin 3	1	1	0			1							
Student Loan & Pell Grant Administrator, Admin3	1	0	1		1								
Wellbeing Specialist, Admin3	1	0	1		1								
Voice Services Analyst, Admin 3	1	0	1		1								
Adm & Field Place Assistant, Admin 2	1	0	1		1								

FORM 38A	Category:		III. Professional Nonfaculty										
	Titles:		All				Date:	April 30, 2025					
			WORKFORCE ANALYSIS										
Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TWO or More RACES Male	TWO or More RACES Female
Assistant in Business Services, Admin 2	1	0	1				1						
Assistant to the Dir, Res Life, Staff & Prog, Admin2	1	0	1		1								
Chemistry Stockroom Manager, Admin 2	1	0	1		1								
Collections Assistant, Admin 2	1	0	1						1				
Financial Aid Counselor, Admin 2	3	0	3		1		2						
Fiscal Assistant, Admin 2	1	0	1								1		
Nursing Lab Technician, Admin 2	1	1	0							1			
Program Assistant, Admin 2	1	0	1		1								
Residence Hall Director, Admin 2	5	0	5		2		1		1		1		
Transfer Services Assistant, Admin 2	1	0	1				1						
Accountant	1	1	0			1							
Administrative Assistant to the President	1	0	1				1						
Administrative Operations Assistant	2	0	2				2						
Assistant Counselor	1	0	1						1				
Assistant HR Business Partner	3	0	3		1		1				1		
Assistant Librarian	2	0	2		1		1						
Associate Counselor	1	1	0	1									
Associate Librarian	5	2	3	2	3								
Counselor	1	0	1		1								
CSU Administrative Assistant	3	1	2	1	1				1				
Faculty/Staff Diversity Recruitment & Ret Spec	1	0	1						1				
Librarian	6	0	6		6								
Payroll Officer 1	1	1	0	1									
Senior Human Resources Business Partner	3	0	3				1		1		1		
Total	270	101	169	73	114	14	28	4	16	8	11	2	0
4/2024 AA Plan	*261*	*95*	*166*	*67*	*118*	*15*	*22*	*3*	*15*	*8*	*10*	*2*	*1*
Change +/-	9	6	3	6	-4	-1	6	1	1	0	1	0	-1
		36.4%	63.6%	25.7%	45.2%	5.7%	8.4%	1.1%	5.7%	3.1%	3.8%	0.8%	0.4%

FORM 38A

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

Date: **April 30, 2025**

Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TWO or More RACES Male	TWO or More RACES Female
Administrative Assistant	**12**	**0**	**12**		**6**		**3**		**3**				
Clerk	**0**	**0**	**0**										
Clerk Typist	**0**	**0**	**0**										
Lead Telephone Operator	**0**	**0**	**0**										
Lead Mail Handler	**1**	**1**	**0**	**1**									
Mail Handler	**1**	**1**	**0**	**1**									
Mail Services Supervisor	**0**	**0**	**0**										
Office Assistant	**8**	**1**	**7**	**1**	**3**		**3**						**1**
Payroll Clerk	**2**	**0**	**2**		**1**						**1**		
Purchasing Assistant	**1**	**1**	**0**	**1**									
Secretary 1	**6**	**0**	**6**		**2**		**2**		**2**				
Storekeeper	**5**	**4**	**1**	**4**			**1**						
Telephone Operator	**1**	**0**	**1**		**1**								
Secretary 2	**38**	**1**	**37**		**17**	**1**	**14**		**6**				
Total	**75**	**9**	**66**	**8**	**30**	**1**	**23**	**0**	**11**	**0**	**1**	**0**	**1**
4/2024AA Plan	*78*	*11*	*67*	*9*	*33*	*2*	*21*	*0*	*11*	*0*	*1*	*0*	*1*
Change +/-	**-3**	**-2**	**-1**	**-1**	**-3**	**-1**	**2**	**0**	**0**	**0**	**0**	**0**	**0**
		12.0%	**88.0%**	**10.7%**	**40.0%**	**1.3%**	**30.7%**	**0.0%**	**14.7%**	**0.0%**	**1.3%**	**0.0%**	**1.3%**

FORM 38A

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

Date: **April 30, 2025**

Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Male	Two or More Female
Admin Faculty Trainee	**2**	**0**	**2**		**1**						**1**		
Library Technician	**2**	**0**	**2**		**1**						**1**		
Library Technical Assistant	**1**	**1**	**0**					**1**					
Total	**5**	**1**	**4**	**0**	**2**	**0**	**0**	**1**	**0**	**0**	**2**	**0**	**0**
4/2024 AA Plan	*4*	*1*	*3*	*0*	*2*	*0*	*0*	*1*	*0*	*0*	*1*	*0*	*0*
Change +/-	**1**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**0**
		20.0%	**80.0%**	**0.0%**	**40.0%**	**0.0%**	**0.0%**	**20.0%**	**0.0%**	**0.0%**	**40.0%**	**0.0%**	**0.0%**

FORM 38A

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

Date: **April 30, 2025**

Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Male	Two or More Female
Building Maintenance Supervisor	1	1	0	1									
General Trades Worker	2	2	0	2									
Maintenance Suoervisor 1 - Grounds	1	1	0					1					
Maintenance Supervisor 2-Carpentry	0	0	0										
Maintenance Supervisor 2-Electrical	1	1	0	1									
Maintenance Supervisor 2-General	0	0	0										
Maintenance Supervisor 2-HVACR	1	1	0			1							
Maintenance Supervisor 2-Plumbing/Steamfitter	1	1	0			1							
Material Storage Supervisor	0	0	0										
Material Storage Supervisor 2	1	1	0	1									
Qualified Craft Worker, Auto Mechanic	0	0	0										
Qualified Craft Worker, Carpentry	5	5	0	3				1		1			
Qualified Craft Worker, Electrical	4	4	0	4									
Qualified Craft Worker, HVACR	4	4	0	4									
Qualified Craft Worker, Locksmith	2	2	0	2									
Qualified Craft Worker, Plumbing/Steamfitter	3	3	0	1		2							
Skilled Maintainer	1	1	0			1							
Stationary Engineer	3	3	0	3									
Supervising Stationary Engineer	1	1	0	1									
Total	31	31	0	23	0	5	0	2	0	1	0	0	0
4/2024 AA Plan	*32*	*32*	*0*	*25*	*0*	*4*	*0*	*2*	*0*	*1*	*0*	*0*	*0*
Change +/-	-1	-1	0	-2	0	1	0	0	0	0	0	0	0
		100.0%	0.0%	74.2%	0.0%	16.1%	0.0%	6.5%	0.0%	3.2%	0.0%	0.0%	0.0%

FORM 38A

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

Date: **April 30, 2025**

Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Male	Two or More Female
Detective	**2**	**2**	**0**	1				**1**					
Police Lieutenant	**1**	**1**	**0**	**1**									
Police Officer	**10**	**8**	**2**	**5**	**1**	**2**	**1**	**1**					
Police Sergeant	**4**	**3**	**1**		**1**	**1**		**2**					
Protective Services Trainee	**3**	**1**	**2**	**1**	**1**		**1**						
Telecommunications Dispatcher	**4**	**3**	**1**	**3**	**1**								
Total	**24**	**18**	**6**	**11**	**4**	**3**	**2**	**4**	**0**	**0**	**0**	**0**	**0**
4/2024 AA Plan	*21*	*16*	*5*	*9*	*4*	*3*	*1*	*4*	*0*	*0*	*0*	*0*	*0*
Change +/-	**3**	**2**	**1**	**2**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**
		75.0%	**25.0%**	**45.8%**	**16.7%**	**12.5%**	**8.3%**	**16.7%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**

FORM 38A Category: **VII. Maintenance**

Titles: **All** Date: **April 30, 2025**

WORKFORCE ANALYSIS

Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Male	Two or More Female
Building Superintendent 2	**1**	**0**	**1**				**1**						
Lead Custodian	**10**	**8**	**2**	**2**		**5**		**1**	**2**				
Maintainer	**1**	**1**	**0**					**1**					
Supervising Custodian	**3**	**3**	**0**			**2**		**1**					
Custodian	**63**	**38**	**25**	**9**	**4**	**24**	**15**	**5**	**6**				
Total	**78**	**50**	**28**	**11**	**4**	**31**	**16**	**8**	**8**	**0**	**0**	**0**	**0**
4/2024 AA Plan	*81*	*54*	*27*	*14*	*3*	*32*	*16*	*7*	*8*	*1*	*0*	*0*	*0*
Change +/-	**-3**	**-4**	**1**	**-3**	**1**	**-1**	**0**	**1**	**0**	**-1**	**0**	**0**	**0**
		64.1%	**35.9%**	**14.1%**	**5.1%**	**39.7%**	**20.5%**	**10.3%**	**10.3%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**

FORM 38A Category:

Titles: Date: **April 30, 2025**

WORKFORCE ANALYSIS-AGE ANALYSIS

Category or Class	**20-24**	**25-29**	**30-34**	**35-39**	**40-44**	**45-49**	**50-54**	**55-59**	**60-64**	**65-69**	**70-74**	**75+**	**Total**
I. Executive	0	0	0	1	2	7	9	6	5	2	0	0	32
II. Faculty	0	3	8	31	52	60	56	69	62	32	24	10	407
III. Prof. Non Faculty	1	12	22	43	49	37	40	24	25	13	2	2	270
IV. Secretarial / Clerical	0	2	6	5	8	8	15	9	15	6	1	0	75
V. Tech / Paraprofessional	1	1	0	1	0	0	1	1	0	0	0	0	5
VI. Skilled Crafts	1	3	2	1	5	4	2	4	5	2	1	0	30
VII. Protective Services	1	0	1	1	4	1	8	5	3	0	0	0	24
VIII. Maintenance	0	1	4	7	10	9	16	11	10	6	2	1	77
Total	**4**	**22**	**43**	**90**	**130**	**126**	**147**	**129**	**125**	**61**	**30**	**13**	**920**

FORM 38A Category: Date: **April 30, 2025**

Titles: **PART-TIME EMPLOYEES**
WORKFORCE ANALYSIS

Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Male	Two or More Female
Faculty- Lecturer	**584**	**198**	**386**	156	309	16	35	10	18	14	21	2	3
University Assistant	**326**	**137**	**189**	96	119	26	33	10	22	4	7	1	8
Total	**910**	**335**	**575**	**252**	**428**	**42**	**68**	**20**	**40**	**18**	**28**	**3**	**11**
Percentages	100.0%	36.8%	63.2%	27.7%	47.0%	4.6%	7.5%	2.2%	4.4%	2.0%	3.1%	0.3%	1.2%

Date: **April 30, 2025**

PERSONS WITH DISABILITIES IN FULL- TIME WORKFORCE BY OCCUPATIONAL CATEGORY

I. Executive	1
II. Faculty	26
III. Prof. Non Faculty	31
IV. Secretarial / Clerical	9
V. Tech / Paraprofessional	0
VI. Skilled Crafts	1
VII. Protective Services	0
VIII. Maintenance	3

7. Availability Analysis
Section 46a-68-84

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Executive- All Titles**
JOB TITLE:

REPORTING PERIOD: **4/30/2025**
LMA: **CT/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	62.3	30	18.7	37.7	30	11.3	53.2	30	16.0	31.1	30	9.3	2.4	30	0.7	1.8	30	0.5
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	49.4	10	4.9	50.6	10	5.1	37.6	10	3.8	38.8	10	3.9	4.7	10	0.5	5.9	10	0.6
Educational Statistics	41.2	60	24.7	58.8	60	35.3	31.1	60	18.7	41.5	60	24.9	4.1	60	2.5	7.7	60	4.6
FINAL AVAIL. FACTOR			***48.3***			***51.7***			***38.5***			***38.1***			***3.7***			***5.7***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	3.0	30	0.9	2.7	30	0.8	2.5	30	0.8	1.5	30	0.5	1.1	30	0.3	0.6	30	0.2
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	1.2	10	0.1	2.4	10	0.2	4.7	10	0.5	3.5	10	0.4	1.2	10	0.1	0.0	10	0.0
Educational Statistics	3.1	60	1.9	5.3	60	3.2	2.3	60	1.4	3.2	60	1.9	0.6	60	0.4	1.0	60	0.6
FINAL AVAIL. FACTOR			***2.9***			***4.2***			***2.7***			***2.8***			***0.8***			***0.8***
																		100.2

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography Connecticut Data- Top Executives-11-10XX/0010 Education Administrators and childcare workers -11-9030/0230	30%-Important source of applicants. Executive/Administrative positions require advanced degrees and relevant/current experience.
Unemployment	No source used from unemployment jobseekers.	0%-This source was not used in this category.
Promotional Pool	Promotable Pool comes from Professional Non-Faculty category job titles.	10%-All positions in Admin 5, 6 & 7 in category 3 classifications could be eligible for upward mobility positions into this category.
Educational Statistics	Digest of Education Statistics Table 314.40, Employees in Degree- Granting Institutions; Management Spring 2023 table prepared December 2023	60% - Best available source for educational statistics from all Colleges/Universities. Based on national scope of searches in this category.

AVAILABILITY ANALYSIS

Executive-All Titles - Employed Pool Data													
Census Data 2014-2018	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIAN HNPI-M	AAIAN HNPI-F	TWO or MORE M	TWO or MORE F
11-10XX/0010- Top Executives	31090	22725	8365	19900	7000	620	255	925	505	930	415	350	190
11-9030/0230-Educ Admin and childcare workers	13949	5315	8634	4070	7020	445	535	440	730	205	264	155	85
TOTAL	45039	28040	16999	23970	14020	1065	790	1365	1235	1135	679	505	275
	100.0%	62.3%	37.7%	53.2%	31.1%	2.4%	1.8%	3.0%	2.7%	2.5%	1.5%	1.1%	0.6%
Executive-All Titles - Promotable Pool Data													
Promotional Pool	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIAN HNPI-M	AAIAN HNPI-F	TWO or MORE M	TWO or MORE F
Admin 5, 6 & 7	85	42	43	32	33	4	5	1	2	4	3	1	0
Total	85	42	43	32	33	4	5	1	2	4	3	1	0
		49.4%	50.6%	37.6%	38.8%	4.7%	5.9%	1.2%	2.4%	4.7%	3.5%	1.2%	0.0%
Executive-All Titles- Educational Data													
Educational Data	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIAN HNPI-M	AAIAN HNPI-F	TWO or MORE M	TWO or MORE F
Table 314.40 Management	267497	110305	157192	83304	111043	11040	20633	8273	14151	6177	8679	1511	2686
TOTAL		41.2%	58.8%	31.1%	41.5%	4.1%	7.7%	3.1%	5.3%	2.3%	3.2%	0.6%	1.0%

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Professor**
TITLE:

REPORTING PERIOD: **4/30/2025**
LMA: **CT/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	48.4	10	4.8	51.6	10	5.2	36.2	10	3.6	37.9	10	3.8	1.7	10	0.2	3.8	10	0.4
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	50.8	80	40.6	49.2	80	39.4	36.3	80	29.0	35.5	80	28.4	3.2	80	2.6	4.0	80	3.2
Educational Data	57.4	10	5.7	42.6	10	4.3	42.6	10	4.3	31.4	10	3.1	2.6	10	0.3	2.7	10	0.3
FINAL AVAIL. FACTOR			***51.1***			***48.9***			***36.9***			***35.3***			***3.1***			***3.9***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	2.4	10	0.2	2.4	10	0.2	7.2	10	0.7	6.4	10	0.6	0.9	10	0.1	1.1	10	0.1
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.8	80	0.6	3.2	80	2.6	10.5	80	8.4	6.5	80	5.2	0.0	80	0.0	0.0	80	0.0
Educational Data	2.9	10	0.3	2.6	10	0.3	8.8	10	0.9	5.4	10	0.5	0.5	10	0.1	0.5	10	0.1
FINAL AVAIL. FACTOR			***1.1***			***3.1***			***10.0***			***6.3***			***0.2***			***0.2***
																		100.1

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography Connecticut Data- Post-secondary Teachers- 25-1000/2205	10%-Important source of applicants with experience used most for specialized areas of discipline
Unemployment	No source used from unemployment jobseekers.	0%-This source was not used in this category.
Promotional Pool	Promotions based on assessment of the eligible (5 years in rank) Associate Professor category	80%-Promotions occur from Associate Professor level.
Educational Statistics	Digest of Education Statistics Table 315.20 Fall 2023 Professor and Associate Professor (Table prepared November 2024)	10% - Professors and Associate Professors educational statistics used based on national scope of searches in this category.

AVAILABILITY ANALYSIS

Professor - Employed Pool Data													
Census Data 2014-2018	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIAN HNPI-M	AAIAN HNPI-F	TWO or MORE M	TWO or MORE F
25-1000/2205- Post-secondary Teachers	19955	9660	10295	7225	7555	345	755	485	485	1430	1285	175	215
TOTAL	19955	9660	10295	7225	7555	345	755	485	485	1430	1285	175	215
	100%	48.4%	51.6%	36.2%	37.9%	1.7%	3.8%	2.4%	2.4%	7.2%	6.4%	0.9%	1.1%
		48.4	51.6	36.2	37.9	1.7	3.8	2.4	2.4	7.2	6.4	0.9	1.1

Promo Pool For Professor													
Promo Pool	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIAN HNPI-M	AAIAN HNPI-F	TWO or MORE M	TWO or MORE F
From Associate Professor (eligible for promotion)	124	63	61	45	44	4	5	1	4	13	8	0	0
TOTAL	124	63	61	45	44	4	5	1	4	13	8	0	0
	100%	50.8%	49.2%	36.3%	35.5%	3.2%	4.0%	0.8%	3.2%	10.5%	6.5%	0.0%	0.0%
		50.8	49.2	36.3	35.5	3.2	4.0	0.8	3.2	10.5	6.5	0.0	0.0

Professor - Educational Data													
Educational Data	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIAN HNPI-M	AAIAN HNPI-F	TWO or MORE M	TWO or MORE F
Professor	186030	116,211	69,819	88,282	53,365	4,421	3,733	5,145	3,493	17,497	8,498	866	730
Associate Professor	154397	79,083	75,314	56770	53535	4268	5398	4602	5335	12515	9951	928	1095
TOTAL	340427	195294	145133	145052	106900	8689	9131	9747	8828	30012	18449	1794	1825
		57.4%	42.6%	42.6%	31.4%	2.6%	2.7%	2.9%	2.6%	8.8%	5.4%	0.5%	0.5%
		57.4	42.6	42.6	31.4	2.6	2.7	2.9	2.6	8.8	5.4	0.5	0.5

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Associate Professor**
TITLE:

REPORTING PERIOD: **4/30/2025**
LMA: **CT/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	48.4	20	9.7	51.6	20	10.3	36.2	20	7.2	37.9	20	7.6	1.7	20	0.3	3.8	20	0.8
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	27.6	60	16.6	72.4	60	43.4	13.8	60	8.3	44.8	60	26.9	1.7	60	1.0	10.3	60	6.2
Educational Data	47.8	20	9.6	52.2	20	10.4	33.1	20	6.6	36.3	20	7.3	3.0	20	0.6	4.4	20	0.9
FINAL AVAIL. FACTOR			***35.9***			***64.1***			***22.1***			***41.8***			***1.9***			***7.9***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	2.4	20	0.5	2.4	20	0.5	7.2	20	1.4	6.4	20	1.3	0.9	20	0.1	1.1	20	0.2
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	1.7	60	1.0	3.4	60	2.0	10.3	60	6.2	13.8	60	8.3	0.0	60	0.0	0.0	60	0.0
Educational Data	3.1	20	0.6	3.3	20	0.7	8.0	20	1.6	7.2	20	1.4	0.7	20	0.1	1.0	20	0.2
FINAL AVAIL. FACTOR			***2.1***			***3.2***			***9.2***			***11.0***			***0.2***			***0.4***
																		99.8

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography Connecticut Data- Post-secondary Teachers- 25-1000/2205	20%-Important source of applicants
Unemployment	No source used from unemployment jobseekers.	0%-This source was not used in this category.
Promotional Pool	Promotions based on assessment of the eligible (5 years in rank) Assistant Professor category	60%-Historically, promotions occur from Associate Professor level .
Educational Statistics	Digest of Education Statistics Table 315.20 Fall 2023 Associate Professor and Assistant Professor (Table prepared December 2024)	20% - Associate Professors and Assistant Professor educational statistics used based on national scope of searches in this category.

AVAILABILITY ANALYSIS

Associate Professor - Employed Pool Data													
Census Data 2014-2018	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIA NHNP I-M	AAIA NHNP I-F	TWO or MORE M	TWO or MORE F
25-1000/2205- Post-secondary Teachers	19955	9660	10295	7225	7555	345	755	485	485	1430	1285	175	215
TOTAL	19955	9660	10295	7225	7555	345	755	485	485	1430	1285	175	215
%	100%	48.4%	51.6%	36.2%	37.9%	1.7%	3.8%	2.4%	2.4%	7.2%	6.4%	0.9%	1.1%
		48.4	51.6	36.2	37.9	1.7	3.8	2.4	2.4	7.2	6.4	0.9	1.1

Promo Pool For Associate Professor													
Promo Pool	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIA NHNP I-M	AAIA NHNP I-F	TWO or MORE M	TWO or MORE F
From Assistant Professor (eligible for promotion)	58	16	42	8	26	1	6	1	2	6	8	0	0
TOTAL	58	16	42	8	26	1	6	1	2	6	8	0	0
	100%	27.6%	72.4%	13.8%	44.8%	1.7%	10.3%	1.7%	3.4%	10.3%	13.8%	0.0%	0.0%
		27.6	72.4	13.8	44.8	1.7	10.3	1.7	3.4	10.3	13.8	0.0	0.0

Associate Professor - Educational Data													
Educational Data	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIA NHNP I-M	AAIA NHNP I-F	TWO or MORE M	TWO or MORE F
Associate Professor	153397	79,083	74,314	56770	53535	4268	5398	4602	4335	12515	9951	928	1095
Assistant Professor	154976	68,316	86,660	45341	58283	4859	8265	4860	5848	12029	12382	1227	1882
TOTAL	308373	147399	160974	102111	111818	9127	13663	9462	10183	24544	22333	2155	2977
		47.8%	52.2%	33.1%	36.3%	3.0%	4.4%	3.1%	3.3%	8.0%	7.2%	0.7%	1.0%
		47.8	52.2	33.1	36.3	3.0	4.4	3.1	3.3	8.0	7.2	0.7	1.0

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Assistant Professor**
TITLE:

REPORTING PERIOD: **4/30/2025**
LMA: **CT/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	48.4	25	12.1	51.6	25	12.9	36.2	25	9.1	37.9	25	9.5	1.7	25	0.4	3.8	25	1.0
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Educational Statistics	43.4	75	32.6	56.6	75	42.5	30.3	75	22.7	39.3	75	29.5	3.0	75	2.3	5.1	75	3.8
FINAL AVAIL. FACTOR			***44.7***			***55.4***			***31.8***			***39.0***			***2.7***			***4.8***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	2.4	25	0.6	2.4	25	0.6	7.2	25	1.8	6.4	25	1.6	0.9	25	0.2	1.1	25	0.3
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Educational Statistics	3.6	75	2.7	4.6	75	3.5	5.7	75	4.3	6.5	75	4.9	0.7	75	0.5	1.1	75	0.8
FINAL AVAIL. FACTOR			***3.3***			***4.1***			***6.1***			***6.5***			***0.7***			***1.1***
																		100.1

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography Connecticut - Post secondary Teachers - 25-1000/2205	25%-Important source of applicants into vacancies at this level.
Unemployment	No source used from unemployment jobseekers.	0%-This source was not used in this category.
Promotional Pool	No Promotable Pool	0%-No promotable pool used in this category.
Educational Statistics	Digest of Education Statistics Table 315.20 Spring 2020 through Spring 2022 Assistant Professor, Instructor, & Lecturer (Table prepared January 2023)	75% - Assistant Professors, instructors and lecturers, educational statistics used, based on national scope of searches in this category.

AVAILABILITY ANALYSIS

Used for Assistant Professor Employed Pool Data													
Census Data 2014-2018	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIA NHNP I-M	AAIA NHNP I-F	TWO or MORE M	TWO or MORE F
25-1000/2205- Post-secondary Teachers	19955	9660	10295	7225	7555	345	755	485	485	1430	1285	175	215
TOTAL	19955	9660	10295	7225	7555	345	755	485	485	1430	1285	175	215
%	100%	48.4%	51.6%	36.2%	37.9%	1.7%	3.8%	2.4%	2.4%	7.2%	6.4%	0.9%	1.1%
		48.4	51.6	36.2	37.9	1.7	3.8	2.4	2.4	7.2	6.4	0.9	1.1

Assistant Professor - Educational Data													
Educational Data	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIA NHNP I-M	AAIA NHNP I-F	TWO or MORE M	TWO or MORE F
Assistant Professor	154976	68,316	86,660	45341	58283	4859	8265	4860	5848	12029	12382	1227	1882
Instructor	91571	38,755	52,816	28210	37404	2779	4987	4128	5212	3013	4239	625	974
Lecturer	43717	18,936	24,781	14475	18397	1078	1446	1587	2229	1503	2298	293	411
TOTAL	290264	126,007	164,257	88026	114084	8716	14698	10575	13289	16545	18919	2145	3267
		43.4%	56.6%	30.3%	39.3%	3.0%	5.1%	3.6%	4.6%	5.7%	6.5%	0.7%	1.1%
		43.4	56.6	30.3	39.3	3.0	5.1	3.6	4.6	5.7	6.5	0.7	1.1

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Coaches** REPORTING PERIOD: **4/30/2025**
TITLE: LMA: **CT/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	51.3	15	7.7	48.7	15	7.3	38.7	15	5.8	36.7	15	5.5	2.7	15	0.4	3.5	15	0.5
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Educational Statistics	73.7	85	62.6	26.3	85	22.4	52.3	85	44.5	19.4	85	16.5	13.9	85	11.8	4.1	85	3.5
FINAL AVAIL. FACTOR			***70.3***			***29.7***			***50.3***			***22.0***			***12.2***			***4.0***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	2.7	15	0.4	2.1	15	0.3	6.0	15	0.9	5.5	15	0.8	1.2	15	0.2	0.9	15	0.1
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Educational Statistics	3.1	85	2.6	1.2	85	1.0	4.4	85	3.7	1.7	85	1.4	0.0	85	0.0	0.0	85	0.0
FINAL AVAIL. FACTOR			***3.0***			***1.3***			***4.6***			***2.2***			***0.2***			***0.1***
																		99.9

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography Connecticut - Post secondary Teachers - 25-1000/2205 27-2020/2721- Athletes, coaches, umpires & related workers	15%-Important source of applicants.
Unemployment		0%-This source was not used in this category.
Promotional Pool	No Promotable Pool	0%-No promotable pool used in this category.
Educational Statistics	National NCAA Data Head Coaches & Assistant Coaches	85% - Head Coaches & Assistant Coaches educational statistics used.

AVAILABILITY ANALYSIS

Used for Coaches Employed Pool Data

Census Data 2014-2018	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIAN HNPI-M	AAIAN HNPI-F	TWO or MORE M	TWO or MORE F
25-1000/2300- Post-Secondary Teachers	19955	9660	10295	7225	7555	345	755	485	485	1430	1285	175	215
27-2020/2721- Athletes, coaches, umpires & related	4900	3095	1805	2385	1570	335	105	180	35	70	80	125	15
TOTAL	24855	12755	12100	9610	9125	680	860	665	520	1500	1365	300	230
%	100%	51.3%	48.7%	38.7%	36.7%	2.7%	3.5%	2.7%	2.1%	6.0%	5.5%	1.2%	0.9%
		51.3	48.7	38.7	36.7	2.7	3.5	2.7	2.1	6.0	5.5	1.2	0.9

NCAA Statistical Data for Coaches

	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIAN HNPI-M	AAIAN HNPI-F	TWO or MORE M	TWO or MORE F
Head/Assistant Coaches	12324	9078	3246	6,442	2,385	1,708	509	388	145	540	207	0	0
TOTAL	12324	9078	3246	6442	2385	1708	509	388	145	540	207	0	0
	100%	73.7%	26.3%	52.3%	19.4%	13.9%	4.1%	3.1%	1.2%	4.4%	1.7%	0.0%	0.0%
		73.7	26.3	52.3	19.4	13.9	4.1	3.1	1.2	4.4	1.7	0.0	0.0

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Professional Non-Faculty**
TITLE:

REPORTING PERIOD: **4/30/2025**
LMA: **CT/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	51.7	40	20.7	48.3	40	19.3	37.6	40	15.0	37.4	40	15.0	3.0	40	1.2	3.6	40	1.4
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Educational Statistics	39.7	60	23.8	60.3	60	36.2	27.9	60	16.7	40.0	60	24.0	3.9	60	2.3	7.1	60	4.3
FINAL AVAIL. FACTOR			***44.5***			***55.5***			***31.7***			***39.0***			***3.5***			***5.7***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	3.3	40	1.3	3.7	40	1.5	7.7	40	3.1	3.6	40	1.4	0.8	40	0.3	0.7	40	0.3
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Educational Statistics	3.9	60	2.3	6.7	60	4.0	3.2	60	1.9	5.2	60	3.1	0.8	60	0.5	1.3	60	0.8
FINAL AVAIL. FACTOR			***3.6***			***5.5***			***5.0***			***4.5***			***0.8***			***1.1***
																		100.4

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography Connecticut Data-Educ Admin -11-9030/0230 Computer & Info Systems Mgrs-11-3021/0110, Financial Managers-11-3031/0120 Social & Community Service Mgrs-11-9151/0420, HR Wkrs-13-1070/0630 Accountants & Aud 13-2011/0800, Software & Web Developers, Programmers & Testers - 15-1250/1010 Librarians, Curators & Archivists-25-4000/2400	40%-Most positions are recruited from outside agencies colleges/universities and private sector.
Unemployment	No source used from unemployment jobseekers.	0%-This source was not used in this category.
Promotional Pool	No promotable/transferable pool	0%-No promotable/transferable pool.
Educational Statistics	US Dept of Education, National Center for Education Statistics Digest of Eductaion Statistics Business & Financial Operations, computers, science & engineering, Community, social service, legal, art, design, entertainment Sport & media, Librarians, Curators, & Archivists, Student & Academic Affairs & Other Education Services Table 314.40 Spring 2023- Table prepared December 2023	60%- Best available source for educational statistics from all Colleges/Universities. Weight assigned by national scope of searches.

AVAILABILITY ANALYSIS

Used for Professional Non-Faculty - Employed Pool Data													
Census Data 2014-2018	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIANHNPI-M	AAIANHNPI-F	TWO or MORE M	TWO or MORE F
11-9030/0230-Educ Admin and childcare workers	13949	5315	8634	4070	7020	445	535	440	730	205	264	155	85
11-3021/0110-Computer & Info Systems Mgrs	10305	7380	2925	5145	2135	415	105	400	220	1420	465	100	25
11-3031/0120-Financial Managers	19779	11005	8774	9105	6990	335	530	845	890	720	364	85	150
11-9151/0420-Social & Community Service Mgrs	5730	1775	3955	1170	2995	375	535	195	370	35	55	135	60
13-1070/0630-Human Resources Workers	9844	2564	7280	2180	5555	150	855	220	640	14	230	35	75
13-2011/0800-Accountants & Auditors	28355	13430	14925	10905	11590	955	1175	740	1065	830	1095	90	235
15-1250/1010-Software & Web Developers, Programmers & Testers	22920	17410	5510	10190	3390	710	305	870	270	5640	1545	345	195
25-4000/2400-Librarians, Curators & Archivists	5040	1005	4035	830	3670	65	175	80	65	30	125	0	30
TOTAL	115922	59884	56038	43595	43345	3450	4215	3790	4250	8894	4143	945	855
%	100%	51.7%	48.3%	37.6%	37.4%	3.0%	3.6%	3.3%	3.7%	7.7%	3.6%	0.8%	0.7%
		51.7	48.3	37.6	37.4	3.0	3.6	3.3	3.7	7.7	3.6	0.8	0.7

AVAILABILITY ANALYSIS

Educational Statistical Data for Professional Non-Faculty													
Table 314.40	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIA NHNP I-M	AAIA NHNP I-F	TWO or MORE M	TWO or MORE F
Business & Financial Operations	230878	61528	169350	42613	111057	6206	20908	6785	19523	4763	14374	1161	3488
Computers, Science & Engineering	221367	129958	91409	91483	57564	8426	7759	11964	9061	15490	14980	2595	2045
Community, Social Service, Legal, arts, design, Entertainment, Sports & Media	195472	83786	111686	60236	75948	11098	13206	7447	13315	3275	6342	1730	2875
Librarians, Curators, & Archivists	36193	10795	25398	8496	19246	652	2099	901	1814	588	1755	158	484
Student & Academic Affairs & Other Education Services	163825	50173	113652	33885	75178	6511	16278	5787	13425	2947	6236	1043	2535
TOTAL	847735	336240	511495	236713	338993	32893	60250	32884	57138	27063	43687	6687	11427
		39.7%	60.3%	27.9%	40.0%	3.9%	7.1%	3.9%	6.7%	3.2%	5.2%	0.8%	1.3%
		39.7	60.3	27.9	40.0	3.9	7.1	3.9	6.7	3.2	5.2	0.8	1.3

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Secretarial Clerical - Varied**
TITLE:

REPORTING PERIOD: **4/30/2025**
LMA: **New Haven**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	10.5	80	8.4	89.5	80	71.6	6.7	80	5.4	67.6	80	54.1	1.2	80	1.0	8.3	80	6.6
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	2.6	20	0.5	97.4	20	19.5	0.0	20	0.0	44.7	20	8.9	2.6	20	0.5	36.8	20	7.4
FINAL AVAIL. FACTOR			***8.9***			***91.1***			***5.4***			***63.0***			***1.5***			***14.0***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	1.9	80	1.5	9.7	80	7.8	0.3	80	0.2	1.9	80	1.5	0.4	80	0.3	1.9	80	1.5
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	20	0.0	15.8	20	3.2	0.0	20	0.0	0.0	20	0.0	0.0	20	0.0	0.0	20	0.0
FINAL AVAIL. FACTOR			***1.5***			***11.0***			***0.2***			***1.5***			***0.3***			***1.5***
																		99.9

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography New Haven County -Secretaries & Admin Assts- 43-6010/5710 Other Office & Admin Support Workers-43-9000/5810	80%-Most positions are recruited from outside agencies, colleges and technical schools.
Unemployment	No source used from unemployment jobseekers.	0%-This source was not used in this category.
Promotional Pool	Promotable pool used in this occupational category from employees in the Secretary 2 classification.	20% - Promotable pool from employees in the Secretary 2 classification. Degree of upward mobility in line of progression.

AVAILABILITY ANALYSIS

Used for Secretarial Clerical -Varied - Employed Pool Data													
Census Data 2014-2018	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIANHNPI-M	AAIANHNPI-F	TWO or MORE M	TWO or MORE F
43-6010/5710- Secretaries & Admin Assistants	10895	515	10380	250	8275	100	905	150	880	0	225	15	95
43-9000/5810- Other Office & Admin Support Workers	9450	1620	7830	1105	5485	145	790	235	1095	60	160	75	300
TOTAL	20345	2135	18210	1355	13760	245	1695	385	1975	60	385	90	395
	100%	10.5%	89.5%	6.7%	67.6%	1.2%	8.3%	1.9%	9.7%	0.3%	1.9%	0.4%	1.9%
		10.5	89.5	6.7	67.6	1.2	8.3	1.9	9.7	0.3	1.9	0.4	1.9

Promo Pool For Secretarial Clerical, Varied - Promotable Pool Data													
Promo Pool	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIANHNPI-M	AAIANHNPI-F	TWO or MORE M	TWO or MORE F
Secretary 2	38	1	37		17	1	14		6				
TOTAL	38	1	37	0	17	1	14	0	6	0	0	0	0
%	100%	2.6%	97.4%	0.0%	44.7%	2.6%	36.8%	0.0%	15.8%	0.0%	0.0%	0.0%	0.0%
		2.6	97.4	0.0	44.7	2.6	36.8	0.0	15.8	0.0	0.0	0.0	0.0

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Secretarial Clerical**
TITLE: **Secretary 2**

REPORTING PERIOD: **4/30/2025**
LMA: **New Haven**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	4.7	70	3.3	95.3	70	66.7	2.3	70	1.6	76.0	70	53.2	0.9	70	0.6	8.3	70	5.8
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	7.1	30	2.1	92.9	30	27.9	7.1	30	2.1	35.7	30	10.7	0.0	30	0.0	35.7	30	10.7
FINAL AVAIL. FACTOR			***5.4***			***94.6***			***3.7***			***63.9***			***0.6***			***16.5***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	1.4	70	1.0	8.1	70	5.7	0.0	70	0.0	2.1	70	1.5	0.1	70	0.1	0.9	70	0.6
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	30	0.0	14.3	30	4.3	0.0	30	0.0	0.0	30	0.0	0.0	30	0.0	7.1	30	2.1
FINAL AVAIL. FACTOR			***1.0***			***10.0***			***0.0***			***1.5***			***0.1***			***2.7***
																		100.0

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography New Haven County -Secretaries & Admin Assts- 43-6010/5710	70%-Most positions are recruited from outside agencies, colleges and technical schools.
Unemployment	No source used from unemployment jobseekers.	0%-This source was not used in this category.
Promotional Pool	Promotable pool used in this occupational category from employees in the Secretary 1 and Office Assistant classifications.	30% - Promotable pool from employees in the Secretary 1 and Office Assistant classifications.

AVAILABILITY ANALYSIS

Used for Secretarial Clerical - Secretary 2 - Employed Pool Data													
Census Data 2014-2018	**GT**	**TM**	**TF**	**WM**	**WF**	**BM**	**BF**	**HM**	**HF**	**AAIANHNPI-M**	**AAIANHNPI-F**	**TWO or MORE M**	**TWO or MORE F**
43-6010/5710- Secretaries & Admin Assistants	10895	515	10380	250	8275	100	905	150	880	0	225	15	95
TOTAL	10895	515	10380	250	8275	100	905	150	880	0	225	15	95
	100%	4.7%	95.3%	2.3%	76.0%	0.9%	8.3%	1.4%	8.1%	0.0%	2.1%	0.1%	0.9%
		4.7	95.3	2.3	76.0	0.9	8.3	1.4	8.1	0.0	2.1	0.1	0.9

Promo Pool For Secretarial Clerical- Secretary 2 - PromotablePool Data													
Promo Pool	**GT**	**TM**	**TF**	**WM**	**WF**	**BM**	**BF**	**HM**	**HF**	**AAIANHNPI-M**	**AAIANHNPI-F**	**TWO or MORE M**	**TWO or MORE F**
Secretary 1	6	0	6		2		2		2				
Office Assistant	8	1	7	1	3		3						1
TOTAL	14	1	13	1	5	0	5	0	2	0	0	0	1
%	100%	7.1%	92.9%	7.1%	35.7%	0.0%	35.7%	0.0%	14.3%	0.0%	0.0%	0.0%	7.1%
		7.1	92.9	7.1	35.7	0.0	35.7	0.0	14.3	0.0	0.0	0.0	7.1

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Technical Paraprofessional**
TITLE:

REPORTING PERIOD: **4/30/2025**
LMA: **New Haven**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	28.9	100	28.9	71.1	100	71.1	16.0	100	16.0	41.8	100	41.8	3.9	100	3.9	9.7	100	9.7
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAIL. FACTOR			***28.9***			***71.1***			***16.0***			***41.8***			***3.9***			***9.7***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	7.0	100	7.0	11.6	100	11.6	1.7	100	1.7	4.3	100	4.3	0.2	100	0.2	3.7	100	3.7
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAIL. FACTOR			***7.0***			***11.6***			***1.7***			***4.3***			***0.2***			***3.7***
																		99.9

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography New Haven County -Other teachers, instructors, education, training & library workers- 25-XXXX	100%-Most positions are recruited from outside agencies, colleges and technical schools.
Unemployment	No source used from unemployment jobseekers.	0%-This source was not used in this category.
Promotional Pool	No Promotable/Transferable Pool.	0%- No Promotable/Transferable Pool.

AVAILABILITY ANALYSIS

Used for Technical Paraprofessional - Employed Pool Data													
Census Data 2014-2018	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIANHNPI-M	AAIANHNPI-F	TWO or MORE M	TWO or MORE F
25-XXXX/2350-Other teachers, instructors, education, training & library workers	4065	1175	2890	650	1700	160	395	285	470	70	175	10	150
TOTAL	4065	1175	2890	650	1700	160	395	285	470	70	175	10	150
	100%	28.9%	71.1%	16.0%	41.8%	3.9%	9.7%	7.0%	11.6%	1.7%	4.3%	0.2%	3.7%
		28.9	71.1	16.0	41.8	3.9	9.7	7.0	11.6	1.7	4.3	0.2	3.7

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Skilled Craft Workers** REPORTING PERIOD: **4/30/2025**
TITLE: LMA: **New Haven**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	96.9	80	77.5	3.1	80	2.5	73.1	80	58.5	1.8	80	1.4	6.1	80	4.9	0.6	80	0.5
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	80.0	20	16.0	20.0	20	4.0	13.3	20	2.7	0.0	20	0.0	46.7	20	9.3	6.7	20	1.3
FINAL AVAIL. FACTOR			***93.5***			***6.5***			***61.2***			***1.4***			***14.2***			***1.8***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	16.3	80	13.0	0.4	80	0.3	0.7	80	0.6	0.1	80	0.1	0.6	80	0.5	0.3	80	0.2
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	20.0	20	4.0	13.3	20	2.7	0.0	20	0.0	0.0	20	0.0	0.0	20	0.0	0.0	20	0.0
FINAL AVAIL. FACTOR			***17.0***			***3.0***			***0.6***			***0.1***			***0.5***			***0.2***
																		100.0

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography New Haven County - Carpenters-47-2031/6230, Electricians-47-2111/6355, Pipelayers, Plumbers, Pipefitters, Etc.-47-2150/6441 Other Installation, Maintenance, & repair workers-49-XXXX/7010	80%-Most positions are recruited from outside agencies, and this is the largest source of potential qualified applicants.
Unemployment	No source used from unemployment jobseekers.	0%-This source was not used in this category.
Promotional Pool	Promotable Pool - from the Service Maintenance - varied	20% - Promotable Pool - from the Service Maintenance - varied classifications.

AVAILABILITY ANALYSIS

Used for Skilled Craft -Employed Pool Data													
Census Data 2014-2018	**GT**	**TM**	**TF**	**WM**	**WF**	**BM**	**BF**	**HM**	**HF**	**AAIANHNPI-M**	**AAIANHNPI-F**	**TWO or MORE M**	**TWO or MORE F**
47-2031/6230-Carpenters	4250	4190	60	2935	60	220	0	1005	0	10	0	20	0
47-2111/6355-Electricians	2514	2440	74	2030	50	185	20	225	4	0	0	0	0
47-2150/6441-Pipelayers, Plumbers, Pipefitters, Etc.	1638	1634	4	1405	0	40	0	185	4	4	0	0	0
49-XXXX/7010-Other Installation, Maintenance, & repair workers	7185	6840	345	5030	165	510	75	1125	55	100	10	75	40
TOTAL	15587	15104	483	11400	275	955	95	2540	63	114	10	95	40
	100%	96.9%	3.1%	73.1%	1.8%	6.1%	0.6%	16.3%	0.4%	0.7%	0.1%	0.6%	0.3%
		96.9	3.1	73.1	1.8	6.1	0.6	16.3	0.4	0.7	0.1	0.6	0.3

Promo Pool For Skilled Craft- PromotablePool Data													
Promo Pool	**GT**	**TM**	**TF**	**WM**	**WF**	**BM**	**BF**	**HM**	**HF**	**AAIANHNPI-M**	**AAIANHNPI-F**	**TWO or MORE M**	**TWO or MORE F**
Serv Maint Varied(all titles except custodians)	15	12	3	2	0	7	1	3	2	0	0	0	0
TOTAL	15	12	3	2	0	7	1	3	2	0	0	0	0
	100%	80.0%	20.0%	13.3%	0.0%	46.7%	6.7%	20.0%	13.3%	0.0%	0.0%	0.0%	0.0%
		80.0	20.0	13.3	0.0	46.7	6.7	20.0	13.3	0.0	0.0	0.0	0.0

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Service Maintenance**
TITLE: **Varied**

REPORTING PERIOD: **4/30/2025**
LMA: **New Haven**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	57.4	80	45.9	42.6	80	34.1	28.7	80	23.0	17.9	80	14.3	9.8	80	7.8	6.8	80	5.4
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	60.3	20	12.1	39.7	20	7.9	14.3	20	2.9	6.3	20	1.3	38.1	20	7.6	23.8	20	4.8
FINAL AVAIL. FACTOR			***58.0***			***42.0***			***25.9***			***15.6***			***15.4***			***10.2***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	15.6	80	12.5	15.2	80	12.2	1.3	80	1.0	1.4	80	1.1	2.0	80	1.6	1.3	80	1.0
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	7.9	20	1.6	9.5	20	1.9	0.0	20	0.0	0.0	20	0.0	0.0	20	0.0	0.0	20	0.0
FINAL AVAIL. FACTOR			***14.1***			***14.1***			***1.0***			***1.1***			***1.6***			***1.0***
																		100.0

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography New Haven County - Bldg Cleaning Workers- 37-2010/4220 First line Supvrs of housekeeping & janitorial wkrs 37-1011/4022 First line Supvrs of landscaping, lawn svc & ground keeping workers-37-1012/4210	80%-Most positions are recruited from outside agencies, and private sector.
Unemployment	No source used from unemployment jobseekers.	0%-This source was not used in this category.
Promotional Pool	Promotable pool used in this occupational category from Custodians.	20% - Promotional Pool from Custodians

AVAILABILITY ANALYSIS

Used for Serv Maintenance -Employed Pool Data													
Census Data 2014-2018	**GT**	**TM**	**TF**	**WM**	**WF**	**BM**	**BF**	**HM**	**HF**	**AAIANHNPI-M**	**AAIANHNPI-F**	**TWO or MORE M**	**TWO or MORE F**
37-2010/4220-Building Cleaning Workers	10345	5650	4695	2685	1950	1070	740	1640	1705	85	155	170	145
37-1011/4022- First line Supvrs of housekeeping & janitorial wkrs	489	345	144	270	70	20	40	40	30	15	4	0	0
37-1012/4210- First line Supvrs of landscaping, lawn svc & ground keeping workers	605	575	30	325	30	30	0	110	0	50	0	60	0
TOTAL	11439	6570	4869	3280	2050	1120	780	1790	1735	150	159	230	145
	100%	57.4%	42.6%	28.7%	17.9%	9.8%	6.8%	15.6%	15.2%	1.3%	1.4%	2.0%	1.3%
		57.4	42.6	28.7	17.9	9.8	6.8	15.6	15.2	1.3	1.4	2.0	1.3

Promo Pool For Service Maintenance- Varied Promotable Pool Data													
Promo Pool	**GT**	**TM**	**TF**	**WM**	**WF**	**BM**	**BF**	**HM**	**HF**	**AAIANHNPI-M**	**AAIANHNPI-F**	**TWO or MORE M**	**TWO or MORE F**
Custodian	63	38	25	**9**	**4**	**24**	**15**	**5**	**6**				
TOTAL	63	38	25	9	4	24	15	5	6	0	0	0	0
	100%	60.3%	39.7%	14.3%	6.3%	38.1%	23.8%	7.9%	9.5%	0.0%	0.0%	0.0%	0.0%
		60.3	39.7	14.3	6.3	38.1	23.8	7.9	9.5	0.0	0.0	0.0	0.0

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Service Maintenance** REPORTING PERIOD: **4/30/2025**
TITLE: **Custodians** LMA: **New Haven**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	54.6	100	54.6	45.4	100	45.4	26.0	100	26.0	18.8	100	18.8	10.3	100	10.3	7.2	100	7.2
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAIL. FACTOR			***54.6***			***45.4***			***26.0***			***18.8***			***10.3***			***7.2***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	15.9	100	15.9	16.5	100	16.5	0.8	100	0.8	1.5	100	1.5	1.6	100	1.6	1.4	100	1.4
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAIL. FACTOR			***15.9***			***16.5***			***0.8***			***1.5***			***1.6***			***1.4***
																		100.0

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography New Haven County - Bldg Cleaning Workers- 37-2010/4220	100%-Positions are recruited from applicants from the employed pool.
Unemployment	No source used from unemployment jobseekers.	0%-This source was not used in this category.
Promotional Pool	No promotable pool.	0% - No promotional pool since entry level position.

AVAILABILITY ANALYSIS

Used for Custodians -Employed Pool Data													
Census Data 2014-2018	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIANHNPI-M	AAIANHNPI-F	TWO or MORE M	TWO or MORE F
37-2010/4220-Building Cleaning Workers	10345	5650	4695	2685	1950	1070	740	1640	1705	85	155	170	145
TOTAL	10345	5650	4695	2685	1950	1070	740	1640	1705	85	155	170	145
	100%	54.6%	45.4%	26.0%	18.8%	10.3%	7.2%	15.9%	16.5%	0.8%	1.5%	1.6%	1.4%
		54.6	45.4	26.0	18.8	10.3	7.2	15.9	16.5	0.8	1.5	1.6	1.4

AVAILABILITY ANALYSIS

OCC. CATEGORY: **Protective Services**
TITLE:

REPORTING PERIOD: **4/30/2025**
LMA: **New Haven**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	91.6	100	91.6	8.4	100	8.4	68.3	100	68.3	3.5	100	3.5	5.1	100	5.1	3.7	100	3.7
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAIL. FACTOR			***91.6***			***8.4***			***68.3***			***3.5***			***5.1***			***3.7***

FACTOR	HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE			TWO OR MORE MALE			TWO OR MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment	14.4	100	14.4	1.1	100	1.1	2.9	100	2.9	0.1	100	0.1	0.9	100	0.9	0.0	100	0.0
Unemployment	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotional Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAIL. FACTOR			***14.4***			***1.1***			***2.9***			***0.1***			***0.9***			***0.0***
																		100.0

FACTOR	SOURCE OF STATISTIC	REASON FOR WEIGHTING THE FACTOR
Employment	Census-2014-2018 EEO Occup.Code List EEO-ALL01R-Occup by Sex, Race/Ethnicity for Residence Geography New Haven County - First Line Supervisors of Law Enforcement Workers 33-1010/3700 Police Officers-33-3050/3870	100%-Positions are recruited from outside agencies, and local municipalities. Retired Police Officers also apply for vacancies.
Unemployment	No source used from unemployment jobseekers.	0%-This source was not used in this category.
Promotional Pool	No promotable pool used in this occupational category.	All promotional opportunities are from within the category.

AVAILABILITY ANALYSIS

Used for Protective Services -Employed Pool Data													
Census Data 2014-2018	GT	TM	TF	WM	WF	BM	BF	HM	HF	AAIANHNPI-M	AAIANHNPI-F	TWO or MORE M	TWO or MORE F
33-1010/3700-First line Spvrs of Law Enforcement	429	399	30	335	10	4	0	60	20	0	0	0	0
33-3050/3870-Police Officers	2309	2110	199	1535	85	135	100	335	10	80	4	25	0
TOTAL	2738	2509	229	1870	95	139	100	395	30	80	4	25	0
	100%	91.6%	8.4%	68.3%	3.5%	5.1%	3.7%	14.4%	1.1%	2.9%	0.1%	0.9%	0.0%
		91.6	8.4	68.3	3.5	5.1	3.7	14.4	1.1	2.9	0.1	0.9	0.0

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

Table 314.40	GT	TM	TF	WM	WF	BM	BF
Business & Financial Operations	230878	61528	169350	42613	111057	6206	20908
Computers, Science & Engineering	221367	129958	91409	91483	57564	8426	7759
Community, Social Service, Legal, arts, design, Entertainment, Sports & Media	195472	83786	111686	60236	75948	11098	13206
Librarians, Curators, & Archivists	36193	10795	25398	8496	19246	652	2099
Student & Academic Affairs & Other Education Services	163825	50173	113652	33885	75178	6511	16278
TOTAL	847735	336240	511495	236713	338993	32893	60250
%		39.7%	60.3%	27.9%	40.0%	3.9%	7.1%
		39.7	60.3	27.9	40.0	3.9	7.1

†Not applicable.

\1\Race/ethnicity not collected.

or more races as a percentage of total staff, excluding race/ethnicity unknown and U.S. service academies. Degree-granting institutions grant associate's or

SOURCE: U.S. Department of Education, National Center for Education Statistics System (IPEDS), Human Resources component, Spring 2023 (provisional data). (Th

/ethnicity, sex, employment status,

HM	HF	AAIANHN PI-M	AAIANHN PI-F	TWO or MORE M	TWO or MORE F
6785	19523	4763	14374	1161	3488
11964	9061	15490	14980	2595	2045
7447	13315	3275	6342	1730	2875
901	1814	588	1755	158	484
5787	13425	2947	6236	1043	2535
32884	57138	27063	43687	6687	11427
3.9%	6.7%	3.2%	5.2%	0.8%	1.3%
3.9	6.7	3.2	5.2	0.8	1.3

and nonresidents.

higher degrees and participate in Title IV

, Integrated Postsecondary Education Data

is table was prepared December 2023.)

Table 314.40. Employees in degree-granting postsecondary institutions, by race/e of institution, and primary occupation: Fall 2022

Sex, employment status, control and level of institution, and primary occupation	Total	Islander, and Two or more				
		Total	Percent \2\	American Indian/ Alaska Native	Asian	Black
1	2	3	4	5	6	7
All institutions	**3,880,322**	**1,104,995**	**31.8**	**19,218**	**283,219**	**379,129**
Faculty (instruction/research/public service)	1,507,641	368,475	26.9	6,682	133,072	112,055
Instruction	1,377,442	336,518	26.5	6,337	115,791	106,667
Research	96,598	22,384	34.9	195	13,120	2,885
Public service	33,601	9,573	30.5	150	4,161	2,503
Graduate assistants	398,862	88,419	36.5	914	31,744	18,292
Librarians, curators, and archivists	37,664	8,461	23.4	219	2,049	2,751
Student and academic affairs and other education services	172,400	54,732	33.4	1,267	7,431	22,789
Management	276,746	73,150	27.3	1,367	13,028	31,673
Business and financial operations	241,520	77,208	33.4	1,217	17,401	27,114
Computer, engineering, and science	245,364	72,456	32.7	1,050	29,177	16,185
Community, social service, legal, arts, design, entertainment, sports, and media	205,838	59,278	30.3	1,170	7,768	24,304
Healthcare practitioners and technicians	115,166	37,818	35.9	324	12,778	11,748
Service occupations	221,083	102,196	48.9	1,861	9,053	47,499
Sales and related occupations	10,683	3,993	39.7	97	370	1,829
Office and administrative support	362,015	135,491	39.1	2,274	17,332	53,560
Natural resources, construction, and maintenance	67,986	17,334	26.7	623	1,470	6,519
Production, transportation, and material moving	17,354	5,984	36.2	153	546	2,811
Male	**1,708,740**	**446,421**	**29.8**	**8,010**	**129,793**	**139,662**
Faculty (instruction/research/public service)	731,113	169,707	25.8	2,978	69,913	43,158
Instruction	661,867	154,283	25.4	2,855	60,640	41,138

Research	53,582	11,268	33.1	76	7,212	1,155
Public service	15,664	4,156	28.6	47	2,061	865
Graduate assistants	196,558	38,563	35.8	372	15,263	6,812
Librarians, curators, and archivists	11,266	2,299	21.3	56	512	652
Student and academic affairs and other education services	53,306	16,258	32.4	374	2,386	6,511
Management	114,505	27,001	24.5	536	5,424	11,040
Business and financial operations	64,945	18,915	30.7	314	4,301	6,206
Computer, engineering, and science	143,475	38,475	29.6	601	14,646	8,426
Community, social service, legal, arts, design, entertainment, sports, and media	88,771	23,540	28.1	458	2,491	11,098
Healthcare practitioners and technicians	32,801	10,533	36.6	82	4,331	2,547
Service occupations	124,707	53,357	45.2	1,130	4,566	25,673
Sales and related occupations	3,536	1,202	36.1	30	116	545
Office and administrative support	67,346	26,362	41.7	395	4,124	9,147
Natural resources, construction, and maintenance	62,217	15,480	26.0	561	1,259	5,721
Production, transportation, and material moving	14,194	4,729	34.9	123	461	2,126
Female	**2,171,582**	**658,574**	**33.2**	**11,208**	**153,426**	**239,467**
Faculty (instruction/research/public service)	776,528	198,768	27.9	3,704	63,159	68,897
Instruction	715,575	182,235	27.4	3,482	55,151	65,529
Research	43,016	11,116	36.8	119	5,908	1,730
Public service	17,937	5,417	32.1	103	2,100	1,638
Graduate assistants	202,304	49,856	37.1	542	16,481	11,480
Librarians, curators, and archivists	26,398	6,162	24.3	163	1,537	2,099
Student and academic affairs and other education services	119,094	38,474	33.9	893	5,045	16,278
Management	162,241	46,149	29.4	831	7,604	20,633
Business and financial operations	176,575	58,293	34.4	903	13,100	20,908
Computer, engineering, and science	101,889	33,981	37.1	449	14,531	7,759

Community, social service, legal, arts, design, entertainment, sports, and media	117,067	35,738	32.0	712	5,277	13,206
Healthcare practitioners and technicians	82,365	27,285	35.6	242	8,447	9,201
Service occupations	96,376	48,839	53.8	731	4,487	21,826
Sales and related occupations	7,147	2,791	41.5	67	254	1,284
Office and administrative support	294,669	109,129	38.5	1,879	13,208	44,413
Natural resources, construction, and maintenance	5,769	1,854	34.3	62	211	798
Production, transportation, and material moving	3,160	1,255	41.6	30	85	685
Full-time	**2,581,456**	**785,899**	**32.6**	**13,471**	**201,995**	**270,005**
Faculty (instruction/research/public service)	842,407	209,791	27.6	3,338	96,128	49,454
Instruction	728,969	181,875	26.8	3,090	80,474	45,190
Research	86,731	20,263	35.8	152	12,031	2,568
Public service	26,707	7,653	30.8	96	3,623	1,696
Graduate assistants	†	†	†	†	†	†
Librarians, curators, and archivists	32,525	7,115	22.7	187	1,789	2,182
Student and academic affairs and other education services	122,471	40,105	34.2	927	5,287	16,994
Management	270,280	71,744	27.4	1,321	12,713	31,063
Business and financial operations	229,788	74,466	33.9	1,163	16,795	26,119
Computer, engineering, and science	229,404	67,682	32.7	972	27,523	15,008
Community, social service, legal, arts, design, entertainment, sports, and media	173,579	51,450	31.1	978	6,877	20,840
Healthcare practitioners and technicians	98,457	33,122	36.7	279	10,899	10,363
Service occupations	191,599	91,468	50.4	1,579	8,169	42,030
Sales and related occupations	9,149	3,596	41.5	87	293	1,694
Office and administrative support	302,695	113,563	38.9	1,933	13,637	45,751

Natural resources, construction, and maintenance	64,486	16,497	26.8	576	1,389	6,110
Production, transportation, and material moving	14,616	5,300	37.8	131	496	2,397
Part-time	**1,298,866**	**319,096**	**29.9**	**5,747**	**81,224**	**109,124**
Faculty (instruction/research/public service)	665,234	158,684	26.1	3,344	36,944	62,601
Instruction	648,473	154,643	26.1	3,247	35,317	61,477
Research	9,867	2,121	28.0	43	1,089	317
Public service	6,894	1,920	29.5	54	538	807
Graduate assistants	398,862	88,419	36.5	914	31,744	18,292
Librarians, curators, and archivists	5,139	1,346	27.7	32	260	569
Student and academic affairs and other education services	49,929	14,627	31.5	340	2,144	5,795
Management	6,466	1,406	23.0	46	315	610
Business and financial operations	11,732	2,742	24.9	54	606	995
Computer, engineering, and science	15,960	4,774	33.4	78	1,654	1,177
Community, social service, legal, arts, design, entertainment, sports, and media	32,259	7,828	26.2	192	891	3,464
Healthcare practitioners and technicians	16,709	4,696	31.1	45	1,879	1,385
Service occupations	29,484	10,728	39.1	282	884	5,469
Sales and related occupations	1,534	397	28.4	10	77	135
Office and administrative support	59,320	21,928	39.7	341	3,695	7,809
Natural resources, construction, and maintenance	3,500	837	26.3	47	81	409
Production, transportation, and material moving	2,738	684	27.0	22	50	414
Public 4-year	**2,074,514**	**592,102**	**32.4**	**11,053**	**163,771**	**188,255**
Faculty (instruction/research/public service)	696,130	173,446	27.7	3,306	72,936	43,847
Instruction	618,428	156,396	27.5	3,054	63,893	41,159
Research	59,601	12,943	32.3	142	7,455	1,609
Public service	18,101	4,107	24.6	110	1,588	1,079

Graduate assistants	309,142	67,715	35.8	770	23,505	14,190
Librarians, curators, and archivists	17,770	4,265	24.9	129	976	1,309
Student and academic affairs and other education services	71,608	22,215	32.6	631	2,972	9,125
Management	133,361	34,991	27.1	771	6,060	15,435
Business and financial operations	145,675	46,239	33.1	804	10,747	15,618
Computer, engineering, and science	153,253	43,012	31.1	699	17,389	8,980
Community, social service, legal, arts, design, entertainment, sports, and media	104,634	33,067	33.1	697	4,612	12,381
Healthcare practitioners and technicians	76,277	24,234	34.7	255	8,421	7,597
Service occupations	121,265	57,654	50.3	1,102	5,868	26,386
Sales and related occupations	2,325	621	28.4	23	99	245
Office and administrative support	186,436	69,264	38.7	1,322	8,832	27,178
Natural resources, construction, and maintenance	44,974	11,372	26.5	432	964	4,270
Production, transportation, and material moving	11,664	4,007	36.0	112	390	1,694
Public 2-year	**467,260**	**134,024**	**29.9**	**3,786**	**20,182**	**53,826**
Faculty (instruction/research/public service)	250,701	58,239	24.4	1,605	11,534	22,798
Instruction	247,927	57,341	24.3	1,585	11,459	22,206
Research	152	37	25.5	1	5	10
Public service	2,622	861	34.5	19	70	582
Graduate assistants	17	8	47.1	1	1	6
Librarians, curators, and archivists	4,409	1,129	26.6	38	187	424
Student and academic affairs and other education services	40,595	13,470	34.5	407	1,568	5,368
Management	31,036	8,838	29.3	248	935	4,400
Business and financial operations	16,534	6,086	38.0	176	852	2,299
Computer, engineering, and science	13,066	4,069	32.1	130	1,027	1,150

Community, social service, legal, arts, design, entertainment, sports, and media	21,821	7,564	36.0	207	644	3,533
Healthcare practitioners and technicians	1,291	278	22.2	7	49	98
Service occupations	27,440	11,974	45.7	365	698	5,642
Sales and related occupations	1,154	268	23.7	22	37	102
Office and administrative support	53,071	20,386	39.9	470	2,517	7,276
Natural resources, construction, and maintenance	4,984	1,364	28.1	97	111	562
Production, transportation, and material moving	1,141	351	31.9	13	22	168
Private nonprofit 4-year	**1,225,939**	**336,286**	**30.6**	**3,743**	**93,009**	**119,137**
Faculty (instruction/research/public service)	493,226	113,886	25.9	1,426	44,728	34,895
Instruction	443,645	99,952	24.7	1,355	36,584	32,803
Research	36,760	9,367	39.3	52	5,647	1,260
Public service	12,821	4,567	37.7	19	2,497	832
Graduate assistants	89,383	20,606	39.1	142	8,209	4,066
Librarians, curators, and archivists	14,812	2,901	20.5	47	855	971
Student and academic affairs and other education services	49,238	14,114	30.6	176	2,362	6,215
Management	102,934	26,025	26.2	301	5,489	10,626
Business and financial operations	75,453	23,270	32.5	209	5,554	8,699
Computer, engineering, and science	77,312	24,719	35.9	215	10,571	5,919
Community, social service, legal, arts, design, entertainment, sports, and media	75,997	17,346	24.3	241	2,364	7,866
Healthcare practitioners and technicians	37,394	13,216	38.9	60	4,281	4,031
Service occupations	70,557	31,511	47.5	373	2,430	15,095
Sales and related occupations	3,129	879	30.5	12	107	337
Office and administrative support	114,525	41,876	38.3	423	5,558	17,827

Natural resources, construction, and maintenance	17,566	4,382	26.4	90	385	1,657
Production, transportation, and material moving	4,413	1,555	37.0	28	116	933
Private nonprofit 2-year	**5,910**	**2,295**	**40.4**	**67**	**147**	**1,399**
Faculty (instruction/research/public service)	2,546	727	30.0	16	54	514
Instruction	2,538	725	30.0	16	53	513
Research	8	2	25.0	0	1	1
Public service	0	0	†	0	0	0
Graduate assistants	0	0	†	0	0	0
Librarians, curators, and archivists	57	8	14.0	0	0	5
Student and academic affairs and other education services	853	481	58.8	5	26	274
Management	641	238	37.8	7	21	135
Business and financial operations	211	64	31.2	8	5	35
Computer, engineering, and science	105	44	43.6	2	15	14
Community, social service, legal, arts, design, entertainment, sports, and media	186	64	34.8	4	2	32
Healthcare practitioners and technicians	16	5	31.3	0	0	4
Service occupations	186	93	50.3	8	1	54
Sales and related occupations	441	304	72.2	6	9	173
Office and administrative support	620	254	42.6	11	14	150
Natural resources, construction, and maintenance	37	8	21.6	0	0	6
Production, transportation, and material moving	11	5	50.0	0	0	3
Private for-profit 4-year	**84,652**	**30,207**	**38.6**	**442**	**5,023**	**12,494**
Faculty (instruction/research/public service)	53,103	17,167	35.4	256	3,210	7,869
Instruction	53,004	17,116	35.3	254	3,198	7,859
Research	61	25	42.4	0	8	3

Public service	38	26	76.5	2	4	7
Graduate assistants	320	90	47.1	1	29	30
Librarians, curators, and archivists	499	124	26.8	3	22	29
Student and academic affairs and other education services	8,048	3,478	45.5	37	404	1,439
Management	6,030	1,855	32.0	27	367	623
Business and financial operations	2,511	978	41.1	18	188	280
Computer, engineering, and science	1,429	533	41.6	3	150	109
Community, social service, legal, arts, design, entertainment, sports, and media	2,937	1,082	39.4	18	138	416
Healthcare practitioners and technicians	159	72	47.7	2	25	11
Service occupations	1,341	795	62.0	12	49	271
Sales and related occupations	2,494	1,253	53.6	28	94	682
Office and administrative support	5,380	2,567	50.1	35	325	709
Natural resources, construction, and maintenance	278	147	57.0	2	4	13
Production, transportation, and material moving	123	66	55.5	0	18	13
Private for-profit 2-year	**22,047**	**10,081**	**47.2**	**127**	**1,087**	**4,018**
Faculty (instruction/research/public service)	11,935	5,010	43.5	73	610	2,132
Instruction	11,900	4,988	43.4	73	604	2,127
Research	16	10	76.9	0	4	2
Public service	19	12	63.2	0	2	3
Graduate assistants	0	0	†	0	0	0
Librarians, curators, and archivists	117	34	29.6	2	9	13
Student and academic affairs and other education services	2,058	974	48.9	11	99	368
Management	2,744	1,203	45.0	13	156	454
Business and financial operations	1,136	571	51.4	2	55	183
Computer, engineering, and science	199	79	40.9	1	25	13

Community, social service, legal, arts, design, entertainment, sports, and media	263	155	61.8	3	8	76
Healthcare practitioners and technicians	29	13	48.1	0	2	7
Service occupations	294	169	58.7	1	7	51
Sales and related occupations	1,140	668	60.3	6	24	290
Office and administrative support	1,983	1,144	59.2	13	86	420
Natural resources, construction, and maintenance	147	61	41.8	2	6	11
Production, transportation, and material moving	2	0	0	0	0	0

†Not applicable.

\1\Race/ethnicity not collected.

races as a percentage of total staff, excluding race/ethnicity unknown and nonre
service academies. Degree-granting institutions grant associate's or higher degr
(IPEDS), Human Resources component, Spring 2023 (provisional data). (This table

ethnicity, sex, employment status, control and level

e races					
Hispanic	Pacific Islander	Two or more races	White	Race/ethnicity unknown	Nonresident\1\
8	9	10	11	12	13
349,422	**7,488**	**66,519**	**2,373,021**	**176,513**	**225,793**
93,538	2,599	20,529	999,329	79,870	59,967
86,562	2,467	18,694	935,727	73,758	31,439
4,794	79	1,311	41,789	4,857	27,568
2,182	53	524	21,813	1,255	960
27,453	396	9,620	153,778	21,453	135,212
2,715	75	652	27,742	1,203	258
19,182	485	3,578	109,063	6,648	1,957
22,424	461	4,197	194,347	7,833	1,416
26,308	519	4,649	153,670	8,577	2,065
21,025	379	4,640	149,047	9,572	14,289
20,762	669	4,605	136,184	8,887	1,489
10,923	136	1,909	67,546	6,178	3,624
39,866	678	3,239	106,758	10,036	2,093
1,318	44	335	6,071	569	50
54,078	824	7,423	211,414	12,117	2,993
7,701	165	856	47,505	2,860	287
2,129	58	287	10,567	710	93
139,823	**3,289**	**25,844**	**1,050,823**	**82,198**	**129,298**
43,923	1,158	8,577	486,912	38,865	35,629
40,761	1,089	7,800	453,814	35,741	18,029

2,207	46	572	22,739	2,530	17,045
955	23	205	10,359	594	555
11,927	187	4,002	69,092	10,252	78,651
901	20	158	8,496	382	89
5,757	187	1,043	33,885	2,356	807
8,273	217	1,511	83,304	3,514	686
6,785	148	1,161	42,613	2,765	652
11,964	243	2,595	91,483	5,450	8,067
7,447	316	1,730	60,236	4,337	658
2,968	42	563	18,209	2,244	1,815
19,800	393	1,795	64,780	5,647	923
391	22	98	2,132	180	22
10,900	158	1,638	36,927	3,050	1,007
7,029	152	758	43,947	2,568	222
1,758	46	215	8,807	588	70
209,599	**4,199**	**40,675**	**1,322,198**	**94,315**	**96,495**
49,615	1,441	11,952	512,417	41,005	24,338
45,801	1,378	10,894	481,913	38,017	13,410
2,587	33	739	19,050	2,327	10,523
1,227	30	319	11,454	661	405
15,526	209	5,618	84,686	11,201	56,561
1,814	55	494	19,246	821	169
13,425	298	2,535	75,178	4,292	1,150
14,151	244	2,686	111,043	4,319	730
19,523	371	3,488	111,057	5,812	1,413
9,061	136	2,045	57,564	4,122	6,222

13,315	353	2,875	75,948	4,550	831
7,955	94	1,346	49,337	3,934	1,809
20,066	285	1,444	41,978	4,389	1,170
927	22	237	3,939	389	28
43,178	666	5,785	174,487	9,067	1,986
672	13	98	3,558	292	65
371	12	72	1,760	122	23
252,417	**5,063**	**42,948**	**1,624,720**	**92,673**	**78,164**
48,668	1,171	11,032	550,316	29,987	52,313
42,626	1,081	9,414	496,751	25,085	25,258
4,270	57	1,185	36,337	3,984	26,147
1,772	33	433	17,228	918	908
†	†	†	†	†	†
2,325	57	575	24,231	972	207
13,826	396	2,675	77,295	3,950	1,121
22,072	455	4,120	189,634	7,551	1,351
25,433	483	4,473	145,382	8,001	1,939
19,491	352	4,336	139,546	8,796	13,380
18,271	535	3,949	114,091	6,785	1,253
9,803	111	1,667	57,146	5,322	2,867
36,424	556	2,710	90,028	8,303	1,800
1,198	39	285	5,070	452	31
45,423	708	6,111	178,104	9,438	1,590

7,485	155	782	45,157	2,595	237
1,998	45	233	8,720	521	75
97,005	**2,425**	**23,571**	**748,301**	**83,840**	**147,629**
44,870	1,428	9,497	449,013	49,883	7,654
43,936	1,386	9,280	438,976	48,673	6,181
524	22	126	5,452	873	1,421
410	20	91	4,585	337	52
27,453	396	9,620	153,778	21,453	135,212
390	18	77	3,511	231	51
5,356	89	903	31,768	2,698	836
352	6	77	4,713	282	65
875	36	176	8,288	576	126
1,534	27	304	9,501	776	909
2,491	134	656	22,093	2,102	236
1,120	25	242	10,400	856	757
3,442	122	529	16,730	1,733	293
120	5	50	1,001	117	19
8,655	116	1,312	33,310	2,679	1,403
216	10	74	2,348	265	50
131	13	54	1,847	189	18
189,720	**3,398**	**35,905**	**1,235,087**	**87,266**	**160,059**
43,404	941	9,012	452,508	33,103	37,073
39,439	864	7,987	412,732	29,030	20,270
2,899	49	789	27,170	3,310	16,178
1,066	28	236	12,606	763	625

21,761	271	7,218	121,603	15,042	104,782
1,474	26	351	12,879	504	122
7,811	206	1,470	45,929	2,441	1,023
10,556	198	1,971	94,145	3,397	828
15,977	309	2,784	93,356	4,889	1,191
12,848	217	2,879	95,397	5,516	9,328
12,503	340	2,534	66,688	4,102	777
6,647	64	1,250	45,688	4,589	1,766
22,137	327	1,834	57,054	5,353	1,204
194	9	51	1,562	119	23
27,788	358	3,786	109,618	5,830	1,724
5,023	96	587	31,548	1,890	164
1,597	36	178	7,112	491	54
48,545	**1,186**	**6,499**	**313,531**	**16,823**	**2,882**
18,840	548	2,914	180,634	10,349	1,479
18,663	541	2,887	178,894	10,246	1,446
17	1	3	108	6	1
160	6	24	1,632	97	32
0	0	0	9	0	0
407	20	53	3,123	130	27
5,291	106	730	25,531	1,393	201
2,813	60	382	21,277	848	73
2,453	29	277	9,938	405	105
1,514	29	219	8,598	311	88

2,696	93	391	13,460	698	99
103	4	17	974	37	2
4,782	95	392	14,205	1,025	236
86	1	20	864	19	3
8,915	184	1,024	30,681	1,456	548
515	14	65	3,486	113	21
130	3	15	751	39	0
97,272	**2,415**	**20,710**	**761,654**	**65,400**	**62,599**
25,182	838	6,817	326,629	31,376	21,335
22,380	792	6,038	304,601	29,449	9,643
1,865	28	515	14,468	1,536	11,389
937	18	264	7,560	391	303
5,666	125	2,398	32,065	6,283	30,429
765	25	238	11,272	531	108
4,263	107	991	32,085	2,325	714
7,864	168	1,577	73,121	3,282	506
7,192	158	1,458	48,292	3,131	760
6,420	124	1,470	44,134	3,667	4,792
5,133	222	1,520	54,153	3,894	604
4,145	66	633	20,780	1,543	1,855
12,390	245	978	34,800	3,600	646
335	21	67	2,006	225	19
15,547	246	2,275	67,427	4,531	691

1,998	54	198	12,246	837	101
372	16	90	2,644	175	39
545	**11**	**126**	**3,392**	**215**	**8**
105	4	34	1,700	115	4
105	4	34	1,694	115	4
0	0	0	6	0	0
0	0	0	0	0	0
0	0	0	0	0	0
2	1	0	49	0	0
144	1	31	337	33	2
58	1	16	392	11	0
12	2	2	141	6	0
10	1	2	57	3	1
21	0	5	120	1	1
1	0	0	11	0	0
28	1	1	92	1	0
94	0	22	117	20	0
66	0	13	342	24	0
2	0	0	29	0	0
2	0	0	5	1	0
9,279	**345**	**2,624**	**48,083**	**6,159**	**203**
4,262	186	1,384	31,349	4,520	67
4,239	184	1,382	31,307	4,514	67
11	1	2	34	2	0

12	1	0	8	4	0
26	0	4	101	128	1
59	2	9	338	36	1
1,257	56	285	4,164	401	5
630	24	184	3,943	225	7
382	12	98	1,404	120	9
200	6	65	747	69	80
352	13	145	1,667	184	4
23	2	9	79	7	1
425	9	29	488	53	5
311	11	127	1,083	153	5
1,203	20	275	2,556	240	17
121	1	6	111	19	1
28	3	4	53	4	0
4,061	**133**	**655**	**11,274**	**650**	**42**
1,745	82	368	6,509	407	9
1,736	82	366	6,499	404	9
2	0	2	3	3	0
7	0	0	7	0	0
0	0	0	0	0	0
8	1	1	81	2	0
416	9	71	1,017	55	12
503	10	67	1,469	70	2
292	9	30	539	26	0
33	2	5	114	6	0

57	1	10	96	8	4
4	0	0	14	2	0
104	1	5	119	4	2
298	2	48	439	33	0
559	16	50	790	36	13
42	0	0	85	1	0
0	0	0	2	0	0

esidents.
:ees and participate in Title IV federal financial
was prepared December 2023.)

DIGEST OF EDUCATION STATISTICS
TABLE 315.20 - FULL TIME FACULTY IN DEGREE GRANTING POSTSECONDARY INSTITUTIONS
Fall 2023- Table prepared December 2024

RANK	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	AAIANHNPI MALE	AAIANHNPI FEMALE	TWO OR MORE MALE	TWO OR MORE FEMALE
Professor	186030	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	0.7	0.6
Associate Professor	153397	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	1.4
Assistant Professor	154976	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	1.8	2.8
Instructor	91571	38,755	52,816	28,210	37,404	2,779	4,987	4,128	5,212	3,013	4,239	625	974
		42.3	57.7	30.8	40.8	3.0	5.4	4.5	5.7	3.3	4.6	1.6	2.5
Lecturer	43717	18,936	24,781	14,475	18,397	1,078	1,446	1,587	2,229	1,503	2,298	293	411
		43.3	56.7	33.1	42.1	2.5	3.3	3.6	5.1	3.4	5.3	1.5	2.2
Other Faculty	147388	71,166	76,222	47,622	49,430	3,431	6,345	4,541	5,439	10,721	10,045	4,851	4,963
		48.3	51.7	32.3	33.5	2.3	4.3	3.1	3.7	7.3	6.8	6.8	7.0

SOURCE: U.S. Department of Education, National Center for Education Statistics,
Integrated Postsecondary Education Data (IPEDS)
Fall 2021 through Fall 2023, Human Resources Component, Fall Staff section
(Table was Prepared December 2024).

TWO OR MORE FEMALE
2,287
2.0
3,574
4.6
7,033
10.5
3,452
9.1
1,389
7.5
4,963
7.5

Table 315.20. Number of full-time faculty in degree-granting postsecondary insti
Fall 2021, fall 2022, and fall 2023

Year, sex, and academic rank	Total	Pacific Islander, and Two or				
		Total	Percent \2\	American Indian/ Alaska Native	Asian	Black
1	2	3	4	5	6	7
2021						
Total	**837,024**	**202,360**	**26.6**	**3,287**	**92,926**	**48,385**
Professors	188,545	40,425	22.1	576	22,825	7,564
Associate professors	162,034	40,698	26.4	574	20,358	9,395
Assistant professors	176,878	48,342	31.1	680	22,145	12,660
Instructors	96,452	24,351	26.8	679	5,990	7,534
Lecturers	46,309	9,724	22.7	167	3,261	2,336
Other faculty	166,806	38,820	29.3	611	18,347	8,896
Male	435,078	101,540	26.0	1,526	52,095	20,174
Professors	120,937	26,104	22.2	311	15,907	4,255
Associate professors	85,438	21,449	26.5	275	11,614	4,198
Assistant professors	81,454	21,737	31.3	279	11,025	4,691
Instructors	41,257	9,924	25.7	327	2,462	2,746
Lecturers	20,164	3,962	21.4	77	1,263	993
Other faculty	85,828	18,364	28.3	257	9,824	3,291
Female	401,946	100,820	27.3	1,761	40,831	28,211
Professors	67,608	14,321	21.7	265	6,918	3,309
Associate professors	76,596	19,249	26.2	299	8,744	5,197
Assistant professors	95,424	26,605	31.0	401	11,120	7,969
Instructors	55,195	14,427	27.6	352	3,528	4,788
Lecturers	26,145	5,762	23.6	90	1,998	1,343
Other faculty	80,978	20,456	30.3	354	8,523	5,605
2022						
Total	**841,936**	**209,651**	**27.6**	**3,310**	**96,217**	**49,401**
Professors	189,472	42,153	22.9	574	23,875	7,814
Associate professors	162,183	41,848	27.2	579	21,009	9,507
Assistant professors	178,188	50,323	32.3	690	23,178	12,888
Instructors	94,053	24,316	27.5	695	5,979	7,292
Lecturers	47,165	10,389	23.9	156	3,413	2,485
Other faculty	170,875	40,622	30.2	616	18,763	9,415
Male	434,351	104,587	27.0	1,546	53,494	20,456
Professors	120,057	26,812	23.1	306	16,376	4,303

Associate professors	84,857	21,855	27.3	296	11,834	4,214
Assistant professors	81,337	22,630	32.7	273	11,552	4,790
Instructors	40,130	9,912	26.5	341	2,457	2,622
Lecturers	20,649	4,229	22.4	71	1,315	1,055
Other faculty	87,321	19,149	29.1	259	9,960	3,472
Female	407,585	105,064	28.2	1,764	42,723	28,945
Professors	69,415	15,341	22.7	268	7,499	3,511
Associate professors	77,326	19,993	27.1	283	9,175	5,293
Assistant professors	96,851	27,693	31.9	417	11,626	8,098
Instructors	53,923	14,404	28.3	354	3,522	4,670
Lecturers	26,516	6,160	25.0	85	2,098	1,430
Other faculty	83,554	21,473	31.2	357	8,803	5,943
2023						
Total	**859,825**	**219,000**	**28.4**	**3,399**	**100,006**	**51,010**
Professors	192,300	44,383	23.9	583	25,136	8,154
Associate professors	162,356	43,092	28.1	556	21,651	9,666
Assistant professors	179,554	51,352	33.1	703	23,430	13,124
Instructors	98,075	25,957	28.3	727	6,311	7,766
Lecturers	47,696	10,845	24.8	166	3,590	2,524
Other faculty	179,844	43,371	30.9	664	19,888	9,776
Male	439,934	108,171	27.8	1,571	55,049	20,836
Professors	120,390	27,929	24.0	302	17,018	4,421
Associate professors	84,281	22,313	28.2	270	12,113	4,268
Assistant professors	81,530	22,975	33.6	283	11,601	4,859
Instructors	41,814	10,545	27.2	339	2,583	2,779
Lecturers	20,946	4,461	23.6	79	1,404	1,078
Other faculty	90,973	19,948	29.5	298	10,330	3,431
Female	419,891	110,829	29.1	1,828	44,957	30,174
Professors	71,910	16,454	23.6	281	8,118	3,733
Associate professors	78,075	20,779	28.0	286	9,538	5,398
Assistant professors	98,024	28,377	32.7	420	11,829	8,265
Instructors	56,261	15,412	29.2	388	3,728	4,987
Lecturers	26,750	6,384	25.8	87	2,186	1,446
Other faculty	88,871	23,423	32.2	366	9,558	6,345

\1\Race/ethnicity not collected.

\2\Combined total of faculty who were American Indian/Alaska Native, Asian, Black
races as a percentage of total faculty, excluding race/ethnicity unknown and nonr

NOTE: Data in this table represent the 50 states and the District of Columbia. Da
participating in Title IV federal financial aid programs and U.S. service academi
or higher degrees. Only instructional faculty were classified by academic rank. T
faculty, as well as instructional faculty without ranks, appear under "other facu

SOURCE: U.S. Department of Education, National Center for Education Statistics, I
(IPEDS), Human Resources component Staff section, Spring 2022 through Spring 2023
(This table was prepared December 2024.)

tutions, by race/ethnicity, sex, and academic rank:

more races					
Hispanic	Pacific Islander	Two or more races	White	Race/ethnicity unknown	Nonresident\1\
8	9	10	11	12	13
46,160	**1,222**	**10,380**	**557,030**	**27,381**	**50,253**
7,822	256	1,382	142,867	3,559	1,694
8,340	263	1,768	113,729	4,457	3,150
9,788	270	2,799	107,067	7,722	13,747
8,344	225	1,579	66,619	3,631	1,851
3,304	38	618	33,137	1,659	1,789
8,562	170	2,234	93,611	6,353	28,022
22,598	572	4,575	288,439	14,190	30,909
4,739	123	769	91,243	2,356	1,234
4,362	129	871	59,546	2,469	1,974
4,523	130	1,089	47,783	3,729	8,205
3,667	91	631	28,704	1,596	1,033
1,357	16	256	14,533	793	876
3,950	83	959	46,630	3,247	17,587
23,562	650	5,805	268,591	13,191	19,344
3,083	133	613	51,624	1,203	460
3,978	134	897	54,183	1,988	1,176
5,265	140	1,710	59,284	3,993	5,542
4,677	134	948	37,915	2,035	818
1,947	22	362	18,604	866	913
4,612	87	1,275	46,981	3,106	10,435
48,575	**1,128**	**11,020**	**550,184**	**29,976**	**52,125**
8,212	203	1,475	141,545	3,949	1,825
8,634	222	1,897	111,963	5,003	3,369
10,387	249	2,931	105,550	8,520	13,795
8,649	231	1,470	64,020	3,807	1,910
3,613	42	680	33,091	1,766	1,919
9,080	181	2,567	94,015	6,931	29,307
23,668	538	4,885	282,721	15,434	31,609
4,898	116	813	89,372	2,577	1,296

4,515	104	892	58,096	2,792	2,114
4,739	119	1,157	46,549	4,070	8,088
3,794	94	604	27,513	1,648	1,057
1,482	17	289	14,619	821	980
4,240	88	1,130	46,572	3,526	18,074
24,907	590	6,135	267,463	14,542	20,516
3,314	87	662	52,173	1,372	529
4,119	118	1,005	53,867	2,211	1,255
5,648	130	1,774	59,001	4,450	5,707
4,855	137	866	36,507	2,159	853
2,131	25	391	18,472	945	939
4,840	93	1,437	47,443	3,405	11,233
51,419	**1,286**	**11,880**	**551,114**	**33,104**	**56,607**
8,638	276	1,596	141,647	4,523	1,747
8,937	259	2,023	110,305	5,531	3,428
10,708	278	3,109	103,624	9,899	14,679
9,340	214	1,599	65,614	4,322	2,182
3,816	45	704	32,872	1,864	2,115
9,980	214	2,849	97,052	6,965	32,456
24,863	658	5,194	280,700	17,092	33,971
5,145	177	866	88,282	2,966	1,213
4,602	132	928	56,770	3,052	2,146
4,860	145	1,227	45,341	4,748	8,466
4,128	91	625	28,210	1,844	1,215
1,587	20	293	14,475	886	1,124
4,541	93	1,255	47,622	3,596	19,807
26,556	628	6,686	270,414	16,012	22,636
3,493	99	730	53,365	1,557	534
4,335	127	1,095	53,535	2,479	1,282
5,848	133	1,882	58,283	5,151	6,213
5,212	123	974	37,404	2,478	967
2,229	25	411	18,397	978	991
5,439	121	1,594	49,430	3,369	12,649

<, Hispanic, Pacific Islander, and of Two or more
esident.

ata are for degree-granting institutions
ies. Degree-granting institutions grant associate's
Those who were primarily research or public service
ulty." Race categories exclude persons of Hispanic

Integrated Postsecondary Education Data System
3 (final data) and Spring 2024 (provisional data).

NCAA Coaching Data (2022 - Division II Figures											
HEAD COACHES	**Total**	**TM**	**TF**	**WM**	**WF**	**BM**	**BF**	**HM**	**HF**	**OM**	**OF**
Baseball Mens	260	260	0	228		9		10		13	
Basketball Mens	307	307	0	228		63		7		9	
Basketball Womens	307	158	149	113	109	31	35	9	2	5	3
Cross County Mens	290	258	32	207	23	36	8	10		5	1
Field Hockey Womens	40	3	37	1	32		3	2	1		1
Football Mens	172	172	0	139		25		5		3	
Golf Mens	220	210	10	186	6	15	3	4		5	1
Golf Womens	201	160	41	149	37	10	4			1	
Lacrosse Women's	113	33	80	29	76	2	3	2			1
Soccer Mens	205	205	0	166		7		18		14	
Soccer Womens	266	177	89	141	79	27	9	8		1	1
Softball Womens	289	101	188	83	157	11	18	5	8	2	5
Swimming Mens	79	78	1	54	1	18		3		3	
Swimming Womens	106	78	28	70	27	1	1	3		4	
Track Indoor Mens	184	168	16	133	8	30	7	3		2	1
Track Indoor Womens	208	46	162	37	137	9	18		2		5
Track Outdoor Mens	227	205	22	158	14	39	6	5	1	3	1
Track Outdoor Womens	262	58	204	44	167	11	26	2	5	1	6
Volleyball Womens	297	157	140	129	108	20	17	5	7	3	8
ASSISTANT COACHES											
Baseball Mens	632	631	1	538	1	19		51		23	
Basketball Mens	664	660	4	382	1	225	3	27		26	
Basketball Womens	582	209	373	125	231	64	120	15	12	5	10
Cross County Mens	294	209	85	146	64	41	9	15	8	7	4
Field Hockey Womens	50	5	45	3	41			2	2		2
Football Mens	1,193	1,191	2	720	2	405		40		26	
Golf Mens	156	124	32	103	28	4		6	2	11	2
Golf Womens	131	80	51	73	48	3		2	1	2	2
Lacrosse Women's	151	29	122	24	114	2	3	1		2	5
Soccer Mens	392	392	0	241		32		75		44	
Soccer Womens	373	173	200	129	167	14	5	22	16	8	12
Softball Womens	469	135	334	109	276	13	23	8	25	5	10
Swimming Mens	122	91	31	63	28	18		6	2	4	1
Swimming Womens	146	84	62	68	47	3	1	7	7	6	7
Track Indoor Mens	567	416	151	291	91	97	36	19	12	9	12
Track Indoor Womens	625	450	175	314	108	102	44	17	12	17	11
Track Outdoor Mens	677	501	176	336	117	128	39	28	12	9	8
Track Outdoor Womens	756	538	218	376	134	120	52	22	17	20	15
Volleyball Womens	413	121	292	88	225	7	33	14	24	12	10
Total	12,426	8,873	3,553	6,424	2,704	1,661	526	478	178	310	145
Percentage	**100.0%**	**71.4%**	**28.6%**	**51.7%**	**21.8%**	**13.4%**	**4.2%**	**3.8%**	**1.4%**	**2.5%**	**1.2%**

To: Equal Employment Opportunity Staff

From: Neva Vigezzi, CHRO Supervisor, Affirmative Action Unit

Re: Affirmative Action Labor Market Data Updates

Date: October 14, 2021

Beginning with the April 30, 2022 filing date, Equal Employment Opportunity professionals will be required to use the 2014-2018 EEO Tabulations from the U.S. Census Bureau to develop all State Affirmative Action Plans. Agencies may utilize the 2014-2018 EEO Tabulations for Affirmative Action Plans due prior to April 30, 2022. Use of the new EEO Tabulations will ensure that Affirmative Action Plan data reflect Connecticut's population.

To facilitate a smooth transition to the 2014-2018 EEO Tabulations, the U.S. Census Bureau has provided an interim interface to make the most commonly used Census EEO data tables more accessible to end users.

The data are accessed by table and geographic selection, which includes National, State, County Sets (EEO 1R only), and Metropolitan/Micropolitan Statistical Areas (MSA's). CHRO encourages Equal Employment Opportunity Professionals to familiarize themselves with the new 2014-2018 data set in the interim interface. Equal Employment Opportunity Professionals must use the 2014-2018 EEO tabulations to conduct their availability analyses.

Connecticut's statewide occupation totals by sex and race/ethnicity for residence geography is available here. Specific occupations can be selected by clicking the *Search: Detailed Occupations* tab. Multiple occupations can be selected by holding the Ctrl button. The relevant 2014-2018 Census EEO Tabulation Occupation Codes are available here.

The 2014-2018 EEO Tabulations report unemployed individuals in a new way that should streamline the Affirmative Action Plan development process and provide more accurate data. People who are unemployed and had an occupation in the last five years (e.g. civilian engineer, military civil engineer) are included in the appropriate occupation and are not in the "unemployed" occupation category in the 2014-2018 EEO tabulations. Equal Employment Opportunity Professionals should no longer reference CT DOL's quarterly labor force unemployment information, and CT DOL will discontinue updates to this series going forward. Each agency should therefore only report two weights in the availability analysis: one for the internal pool of promotable candidates and one for the external labor force.

If you have questions regarding implementing these changes, please contact Neva Vigezzi, CHRO Affirmative Action Director at neva.vigezzi@ct.gov.

***

2014 - 2018 EEO Tab | 2014-2018 EEO Tab | 2014 - 2018 EEO Tal | 2014-2018 EEO Tab | 2014 - 2018 EEO Tal | 2014-2018 EEO Tab | 2014 - 2018 EEO Tal
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=state&state=04000us09&filetype=all1r&geoName=Connecticut

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: [Occupation code/keyword] (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE [illegible] Display 6 Rows

Not Hispanic or Latino, One Race

	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
Top executives : 11-10XX / 0010								
Total	31,095	1,430	26,900	880	0	1,350	0	540
Male	22,730	925	19,900	620	0	930	0	350
Female	8,370	505	7,000	255	0	415	0	190
Percent Total	100.0%	4.6%	86.5%	2.8%	0.0%	4.3%	0.0%	1.7%
Percent Male	73.1%	3.0%	64.0%	2.0%	0.0%	3.0%	0.0%	1.1%
Percent Female	26.9%	1.6%	22.5%	0.8%	0.0%	1.3%	0.0%	0.6%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

An "(X)" means that the estimate is not applicable or not available.

An "**" entry in the margin of error column indicates that either no sample observations or too few sample observations were available to

Is this page helpful? Yes No
Type here to search 79°F Mostly sunny

2014 - 2018 EEO Tat | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tat | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tat | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tat
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=state&state=04000us09&filetype=all1r&geoName=Connecticut

Universe: Civilian labor force 16 years and over

Geography: Connecticut

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: 11 (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

			Not Hispanic or Latino, One Race					
	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
Social and community service managers : 11-9151 / 0420								
Total	5,930	565	4,170	915	0	90	0	195
Male	1,915	195	1,170	375	0	35	0	135
Female	4,015	370	2,995	535	0	55	0	60
Percent Total	100.0%	9.5%	70.3%	15.4%	0.0%	1.5%	0.0%	3.3%
Percent Male	32.3%	3.3%	19.7%	6.3%	0.0%	0.6%	0.0%	2.3%
Percent Female	67.7%	6.2%	50.5%	9.0%	0.0%	0.9%	0.0%	1.0%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

Is this page helpful? Yes No

Type here to search 81°F Partly sunny

Universe: Civilian labor force 16 years and over

Geography: Connecticut

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: 11 (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

Not Hispanic or Latino, One Race

	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
Computer and information systems managers : 11-3021 / 0110								
Total	10,425	615	7,280	520	25	1,860	0	125
Male	7,475	400	5,145	415	25	1,395	0	100
Female	2,950	220	2,135	105	0	465	0	25
Percent Total	100.0%	5.9%	69.8%	5.0%	0.2%	17.8%	0.0%	1.2%
Percent Male	71.7%	3.8%	49.4%	4.0%	0.2%	13.4%	0.0%	1.0%
Percent Female	28.3%	2.1%	20.5%	1.0%	0.0%	4.5%	0.0%	0.2%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

Is this page helpful? Yes No

2014 - 2018 EEO Tal | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tal | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tal | 2014-2018 EEO Tabl | 2014 - 2018 EEO Ta
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=state&state=04000us09&filetype=all1r&geoName=Connecticut

Universe: Civilian labor force 16 years and over

Geography: Connecticut

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: 11 (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE Display 6 Rows

			Not Hispanic or Latino, One Race					
	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
Financial managers : 11-3031 / 0120								
Total	20,010	1,730	16,095	860	4	1,080	0	235
Male	11,090	845	9,105	335	0	720	0	85
Female	8,920	890	6,990	530	4	360	0	150
Percent Total	100.0%	8.6%	80.4%	4.3%	0.0%	5.4%	0.0%	1.2%
Percent Male	55.4%	4.2%	45.5%	1.7%	0.0%	3.6%	0.0%	0.4%
Percent Female	44.6%	4.4%	34.9%	2.6%	0.0%	1.8%	0.0%	0.7%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

Is this page helpful? Yes No
Type here to search 81°F Partly sunny

2014 - 2018 EEO Tab | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tab | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tab | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tal
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=state&state=04000us09&filetype=all1r&geoName=Connecticut

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE Display 6 Rows

	Total All Groups	Hispanic or Latino	Not Hispanic or Latino, One Race: 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%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

An "(X)" means that the estimate is not applicable or not available.

An "**" entry in the margin of error column indicates that either no sample observations or too few sample observations were available to

Is this page helpful? Yes No
Type here to search 79°F Mostly sunny

2014 - 2018 EEO Tab | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tab | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tat | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tat
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=state&state=04000us09&filetype=all1r&geoName=Connecticut

Universe: Civilian labor force 16 years and over

Geography: Connecticut

Occupations: 237 (2014-2018 EEO Occupation Code List)

*** Open Quick Guide to Using Table Tools ***

Quick Search: 11 (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

			Not Hispanic or Latino, One Race					
	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%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

Is this page helpful? Yes No

Type here to search 81°F Partly sunny

Universe: Civilian labor force 16 years and over

Geography: Connecticut

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: Occupation code/keyword | (1) OCCUPATIONS SELECTED | DOWNLOAD | SHOW MOE | HIDE MOE | Display 6 Rows

			Not Hispanic or Latino, One Race					
	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
Human resources workers : 13-1070 / 0630								
Total	9,955	865	7,735	1,005	10	230	0	110
Male	2,600	220	2,180	150	4	10	0	35
Female	7,355	640	5,555	855	10	220	0	75
Percent Total	100.0%	8.7%	77.7%	10.1%	0.1%	2.3%	0.0%	1.1%
Percent Male	26.1%	2.2%	21.9%	1.5%	0.0%	0.1%	0.0%	0.4%
Percent Female	73.9%	6.4%	55.8%	8.6%	0.1%	2.2%	0.0%	0.8%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

Is this page helpful? Yes No

2014 - 2018 EEO Tab | 2014-2018 EEO Tab | 2014 - 2018 EEO Tab | 2014-2018 EEO Tab | 2014 - 2018 EEO Tab | 2014-2018 EEO Tab | 2014 - 2018 EEO Tab
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=state&state=04000us09&filetype=all1r&geoName=Connecticut

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: (Occupation code/keyword) (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

			Not Hispanic or Latino, One Race					
	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
Accountants and auditors : 13-2011 / 0800								
Total	28,680	1,800	22,495	2,130	10	1,890	30	325
Male	13,520	740	10,905	955	0	800	30	90
Female	15,160	1,065	11,590	1,175	10	1,085	0	235
Percent Total	100.0%	6.3%	78.4%	7.4%	0.0%	6.6%	0.1%	1.1%
Percent Male	47.1%	2.6%	38.0%	3.3%	0.0%	2.8%	0.1%	0.3%
Percent Female	52.9%	3.7%	40.4%	4.1%	0.0%	3.8%	0.0%	0.8%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

An "(X)" means that the estimate is not applicable or not available.

An "**" entry in the margin of error column indicates that either no sample observations or too few sample observations were available to

Is this page helpful? Yes No
Type here to search 81°F Partly sunny

Universe: Civilian labor force 16 years and over

Geography: Connecticut

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: Occupation code/keyword (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

Not Hispanic or Latino, One Race

	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
Software and web developers, programmers, and testers : 15-1250 / 1010								
Total	23,465	1,145	13,580	1,015	0	7,160	25	545
Male	17,755	870	10,190	710	0	5,615	25	345
Female	5,710	270	3,390	305	0	1,545	0	195
Percent Total	100.0%	4.9%	57.9%	4.3%	0.0%	30.5%	0.1%	2.3%
Percent Male	75.7%	3.7%	43.4%	3.0%	0.0%	23.9%	0.1%	1.5%
Percent Female	24.3%	1.2%	14.4%	1.3%	0.0%	6.6%	0.0%	0.8%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

Is this page helpful? Yes No

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

** Open Quick Guide to Using Table Tools **

Quick Search: Occupation code/keyword (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

Not Hispanic or Latino, One Race

	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%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

An "(X)" means that the estimate is not applicable or not available.

An "**" entry in the margin of error column indicates that either no sample observations or too few sample observations were available to

Is this page helpful? Yes No

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: [Occupation code/keyword] (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE Display 6 Rows

			Not Hispanic or Latino, One Race					
	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%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

An "(X)" means that the estimate is not applicable or not available.

An "**" entry in the margin of error column indicates that either no sample observations or too few sample observations were available to

Is this page helpful? Yes No

2014 - 2018 EEO Tab | 2014-2018 EEO Tab | 2014 - 2018 EEO Tab | 2014-2018 EEO Tab | 2014 - 2018 EEO Tab | 2014-2018 EEO Tab | 2014 - 2018 EEO Tab
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=state&state=04000us09&filetype=all1r&geoName=Connecticut

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: Occupation code/keyword | (1) OCCUPATIONS SELECTED | DOWNLOAD | SHOW MOE | Display 6 Rows

Not Hispanic or Latino, One Race

	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
Librarians, curators, and archivists : 25-4000 / 2400								
Total	5,070	150	4,500	240	0	155	0	30
Male	1,010	80	830	65	0	30	0	0
Female	4,065	65	3,670	175	0	125	0	30
Percent Total	100.0%	3.0%	88.8%	4.7%	0.0%	3.1%	0.0%	0.6%
Percent Male	19.9%	1.6%	16.4%	1.3%	0.0%	0.6%	0.0%	0.0%
Percent Female	80.2%	1.3%	72.4%	3.5%	0.0%	2.5%	0.0%	0.6%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

An "(X)" means that the estimate is not applicable or not available.

An "**" entry in the margin of error column indicates that either no sample observations or too few sample observations were available to

Is this page helpful? Yes No
Type here to search 81°F Partly sunny

2014 - 2018 EEO Table Tool | Am... | 2014-2018 EEO Tables | America... | 2014 - 2018 EEO Table Tool | Am... | 2014-2018 EEO Tables | America... | 2014 - 2018 EEO Table Tool | Am...

census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=countyset&countyset=90200us09cs005&filetype=all1r&geoName=New%20Haven

SELECT NEW TABLE

Table: EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography

Universe: Civilian labor force 16 years and over

Geography: New Haven

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: (occupation code/keyword) (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

	Not Hispanic or Latino, One Race							
	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
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350								
Total	4,075	760	2,355	555	0	250	0	160
Male	1,180	285	650	160	0	70	0	10
Female	2,895	470	1,700	395	0	175	0	150
Percent Total	100.0%	18.7%	57.8%	13.6%	0.0%	6.1%	0.0%	3.9%
Percent Male	29.0%	7.0%	16.0%	3.9%	0.0%	1.7%	0.0%	0.2%
Percent Female	71.0%	11.5%	41.7%	9.7%	0.0%	4.3%	0.0%	3.7%

Previous 1 Next

Is this page helpful? Yes No

Explanation of Symbols

Type here to search 81°F Partly sunny

2014 - 2018 EEO Tal | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tal | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tal | 2014-2018 EEO Tabl | 2014 - 2018 EEO Tal
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=state&state=04000us09&filetype=all1r&geoName=Connecticut

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

** Open Quick Guide to Using Table Tools **

Quick Search: Occupation code/keyword (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

			Not Hispanic or Latino, One Race					
	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
Athletes, coaches, umpires, and related workers : 27-2020 / 2721								
Total	4,895	215	3,950	440	0	150	0	140
Male	3,095	180	2,385	335	0	70	0	125
Female	1,800	35	1,570	105	0	80	0	15
Percent Total	100.0%	4.4%	80.7%	9.0%	0.0%	3.1%	0.0%	2.9%
Percent Male	63.2%	3.7%	48.7%	6.8%	0.0%	1.4%	0.0%	2.6%
Percent Female	36.8%	0.7%	32.1%	2.1%	0.0%	1.6%	0.0%	0.3%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution, or the margin of error associated with a median was larger than the median itself.

An "(X)" means that the estimate is not applicable or not available.

An "**" entry in the margin of error column indicates that either no sample observations or too few sample observations were available to

Is this page helpful? Yes No
Type here to search 81°F Partly sunny

2014 - 2018 EEO Table Tool | An... | 2014-2018 EEO Tables | America... | 2014 - 2018 EEO Table Tool | An... | 2014-2018 EEO Tables | America... | 2014 - 2018 EEO Table Tool | Am...

census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=countyset&countyset=90200us09cs005&filetype=all1r&geoName=New%20Haven

SELECT NEW TABLE

Table: EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography

Universe: Civilian labor force 16 years and over

Geography: New Haven

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: 33-3050 SEARCH: DETAILED OCCUPATIONS DOWNLOAD SHOW MOE Display 6 Rows

			Not Hispanic or Latino, One Race					
	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
Police officers : 33-3050 / 3870								
Total	2,310	345	1,620	235	15	75	0	25
Male	2,105	335	1,535	135	15	65	0	25
Female	205	10	85	100	0	4	0	0
Percent Total	100.0%	14.9%	70.1%	10.2%	0.6%	3.2%	0.0%	1.1%
Percent Male	91.1%	14.5%	66.5%	5.8%	0.6%	2.8%	0.0%	1.1%
Percent Female	8.9%	0.4%	3.7%	4.3%	0.0%	0.2%	0.0%	0.0%

Previous 1 Next

Is this page helpful? Yes No

Explanation of Symbols

Type here to search 83°F Mostly sunny

2014 - 2018 EEO Table Tool | An... | 2014-2018 EEO Tables | America... | 2014 - 2018 EEO Table Tool | An...
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=countyset&countyset=90200us09cs005&filetype=all1r&geoName=New%20Haven

Table: EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography

Universe: Civilian labor force 16 years and over

Geography: New Haven

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: 33-1010 SEARCH: DETAILED OCCUPATIONS DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

			Not Hispanic or Latino, One Race					
	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	430	80	345	4	0	0	0	0
Male	400	60	335	4	0	0	0	0
Female	30	20	10	0	0	0	0	0
Percent Total	100.0%	18.6%	80.2%	0.9%	0.0%	0.0%	0.0%	0.0%
Percent Male	93.0%	14.0%	77.9%	0.9%	0.0%	0.0%	0.0%	0.0%
Percent Female	7.0%	4.7%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%

Previous 1 Next

Explanation of Symbols

An "-" entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper

Is this page helpful? Yes No
Type here to search 83°F Mostly sunny

SELECT NEW TABLE

Table: EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography
Universe: Civilian labor force 16 years and over
Geography: New Haven
Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: 37- SEARCH: DETAILED OCCUPATIONS DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

Not Hispanic or Latino, One Race

	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 housekeeping and janitorial workers : 37-1011 / 4200								
Total	485	70	335	55	0	20	0	0
Male	340	40	270	20	0	15	0	0
Female	145	30	70	40	0	4	0	0
Percent Total	100.0%	14.4%	69.1%	11.3%	0.0%	4.1%	0.0%	0.0%
Percent Male	70.1%	8.2%	55.7%	4.1%	0.0%	3.1%	0.0%	0.0%
Percent Female	29.9%	6.2%	14.4%	8.2%	0.0%	0.8%	0.0%	0.0%

Previous 1 2 3 4 5 Next

Is this page helpful? Yes No

Explanation of Symbols

2014 - 2018 EEO Table Tool | Am | 2014-2018 EEO Tables | America | 2014 - 2018 EEO Table Tool | Am | 2014-2018 EEO Tables | America | 2014 - 2018 EEO Table Tool | Am
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=countyset&countyset=90200us09cs005&filetype=all1r&geoName=New%20Haven

SELECT NEW TABLE

Table: EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography

Universe: Civilian labor force 16 years and over

Geography: New Haven

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: 37-10 (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

	Not Hispanic or Latino, One Race							
	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	600	110	350	30	50	0	0	60
Male	575	110	325	30	50	0	0	60
Female	30	0	30	0	0	0	0	0
Percent Total	100.0%	18.3%	58.3%	5.0%	8.3%	0.0%	0.0%	10.0%
Percent Male	95.8%	18.3%	54.2%	5.0%	8.3%	0.0%	0.0%	10.0%
Percent Female	5.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Previous 1 Next

Is this page helpful? Yes No

Explanation of Symbols

Type here to search 83°F Mostly sunny

2014 - 2018 EEO Table Tool | Am... | 2014-2018 EEO Tables | America... | 2014 - 2018 EEO Table Tool | An... | 2014-2018 EEO Tables | America... | 2014 - 2018 EEO Table Tool | Am...
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=countyset&countyset=90200us09cs005&filetype=all1r&geoName=New%20Haven

SELECT NEW TABLE

Table: EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography

Universe: Civilian labor force 16 years and over

Geography: New Haven

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: Occupation code/keyword | (1) OCCUPATIONS SELECTED | DOWNLOAD | SHOW MOE | Display 6 Rows

	Not Hispanic or Latino, One Race							
	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**
Other installation, maintenance, and repair workers : 49-XXXX / 7010								
Total	7,185	1,180	5,195	585	0	115	0	115
Male	6,840	1,125	5,030	510	0	100	0	75
Female	345	55	165	75	0	10	0	40
Percent Total	100.0%	16.4%	72.3%	8.1%	0.0%	1.6%	0.0%	1.6%
Percent Male	95.2%	15.7%	70.0%	7.1%	0.0%	1.4%	0.0%	1.0%
Percent Female	4.8%	0.8%	2.3%	1.0%	0.0%	0.1%	0.0%	0.6%

Previous 1 Next

Is this page helpful? Yes No

Explanation of Symbols

Type here to search 83°F Mostly sunny

2014 - 2018 EEO Table Tool | Am... | 2014-2018 EEO Tables | America... | 2014 - 2018 EEO Table Tool | Am... | 2014-2018 EEO Tables | America... | 2014 - 2018 EEO Table Tool | Am...

census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=countyset&countyset=90200us09cs005&filetype=all1r&geoName=New%20Haven

SELECT NEW TABLE

Table: EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography

Universe: Civilian labor force 16 years and over

Geography: New Haven

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: Occupation code/keyword (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

	Not Hispanic or Latino, One Race							
	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	10,895	1,030	8,525	1,005	0	225	0	110
Male	510	150	250	100	0	0	0	15
Female	10,380	880	8,275	905	0	225	0	95
Percent Total	100.0%	9.5%	78.2%	9.2%	0.0%	2.1%	0.0%	1.0%
Percent Male	4.7%	1.4%	2.3%	0.9%	0.0%	0.0%	0.0%	0.1%
Percent Female	95.3%	8.1%	76.0%	8.3%	0.0%	2.1%	0.0%	0.9%

Previous 1 Next

Is this page helpful? Yes No

Explanation of Symbols

Type here to search 81°F Partly sunny

2014 - 2018 EEO Table Tool | An | 2014-2018 EEO Tables | America | 2014 - 2018 EEO Table Tool | An | 2014-2018 EEO Tables | America | 2014 - 2018 EEO Table Tool | An
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=countyset&countyset=90200us09cs005&filetype=all1r&geoName=New%20Haven

SELECT NEW TABLE

Table: EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography

Universe: Civilian labor force 16 years and over

Geography: New Haven

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: Occupation code/keyword | (1) OCCUPATIONS SELECTED | DOWNLOAD | SHOW MOE | HIDE MOE | Display 6 Rows

	Not Hispanic or Latino, One Race							
	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
Other office and administrative support workers : 43-9000 / 5810								
Total	9,445	1,330	6,590	935	0	220	0	370
Male	1,615	235	1,105	145	0	60	0	75
Female	7,830	1,095	5,485	790	0	160	0	300
Percent Total	100.0%	14.1%	69.8%	9.9%	0.0%	2.3%	0.0%	3.9%
Percent Male	17.1%	2.5%	11.7%	1.5%	0.0%	0.6%	0.0%	0.8%
Percent Female	82.9%	11.6%	58.1%	8.4%	0.0%	1.7%	0.0%	3.2%

Previous 1 Next

Is this page helpful? Yes No

Explanation of Symbols

Type here to search 81°F Partly sunny

2014 - 2018 EEO Table Tool | Am | 2014-2018 EEO Tables | America | 2014 - 2018 EEO Table Tool | Am | 2014-2018 EEO Tables | America | 2014 - 2018 EEO Table Tool | Am
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=countyset&countyset=90200us09cs005&filetype=all1r&geoName=New%20Haven

SELECT NEW TABLE

Table: EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography
Universe: Civilian labor force 16 years and over
Geography: New Haven
Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: 47 | (1) OCCUPATIONS SELECTED | DOWNLOAD | SHOW MOE | Display 6 Rows

		Not Hispanic or Latino, One Race						
	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
Carpenters : 47-2031 / 6230								
Total	4,245	1,005	2,995	220	10	0	0	20
Male	4,190	1,005	2,935	220	10	0	0	20
Female	60	0	60	0	0	0	0	0
Percent Total	100.0%	23.7%	70.6%	5.2%	0.2%	0.0%	0.0%	0.5%
Percent Male	98.7%	23.7%	69.1%	5.2%	0.2%	0.0%	0.0%	0.5%
Percent Female	1.4%	0.0%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%

Previous 1 Next

Is this page helpful? Yes No

Explanation of Symbols

Type here to search 83°F Mostly sunny

2014 - 2018 EEO Table Tool | Am | 2014-2018 EEO Tables | America | 2014 - 2018 EEO Table Tool | Am | 2014-2018 EEO Tables | America | 2014 - 2018 EEO Table Tool | Am
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=countyset&countyset=90200us09cs005&filetype=all1r&geoName=New%20Haven

SELECT NEW TABLE

Table: EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography
Universe: Civilian labor force 16 years and over
Geography: New Haven
Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ****

Quick Search: 47- (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

			Not Hispanic or Latino, One Race					
	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
Electricians : 47-2111 / 6355								
Total	2,515	235	2,080	200	0	0	0	0
Male	2,440	225	2,030	185	0	0	0	0
Female	75	4	50	20	0	0	0	0
Percent Total	100.0%	9.3%	82.7%	8.0%	0.0%	0.0%	0.0%	0.0%
Percent Male	97.0%	8.9%	80.7%	7.4%	0.0%	0.0%	0.0%	0.0%
Percent Female	3.0%	0.2%	2.0%	0.8%	0.0%	0.0%	0.0%	0.0%

Previous 1 Next

Is this page helpful? Yes No

Explanation of Symbols

Type here to search 83°F Mostly sunny

2014 - 2018 EEO Table Tool | Am | 2014-2018 EEO Tables | America | 2014 - 2018 EEO Table Tool | Am | 2014-2018 EEO Tables | America | 2014 - 2018 EEO Table Tool | Am
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=countyset&countyset=90200us09cs005&filetype=all1r&geoName=New%20Haven

SELECT NEW TABLE

Table: EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography

Universe: Civilian labor force 16 years and over

Geography: New Haven

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: 47- (1) OCCUPATIONS SELECTED DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

			Not Hispanic or Latino, One Race					
	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
Pipelayers, plumbers, pipefitters, and steamfitters : 47-2150 / 6441								
Total	1,640	190	1,405	40	0	4	0	0
Male	1,635	185	1,405	40	0	4	0	0
Female	4	4	0	0	0	0	0	0
Percent Total	100.0%	11.6%	85.7%	2.4%	0.0%	0.2%	0.0%	0.0%
Percent Male	99.7%	11.3%	85.7%	2.4%	0.0%	0.2%	0.0%	0.0%
Percent Female	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Previous 1 Next

Is this page helpful? Yes No

Explanation of Symbols

Type here to search 83°F Mostly sunny

2014 - 2018 EEO Table Tool | Am | 2014-2018 EEO Tables | America | 2014 - 2018 EEO Table Tool | An | 2014-2018 EEO Tables | America | 2014 - 2018 EEO Table Tool | An
census.gov/acs/www/data/eeo-data/eeo-tables-2018/tableview.php?geotype=countyset&countyset=90200us09cs005&filetype=all1r&geoName=New%20Haven

SELECT NEW TABLE

Table: EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography

Universe: Civilian labor force 16 years and over

Geography: New Haven

Occupations: 237 **(2014-2018 EEO Occupation Code List)**

*** Open Quick Guide to Using Table Tools ***

Quick Search: 37-2010 SEARCH: DETAILED OCCUPATIONS DOWNLOAD SHOW MOE HIDE MOE Display 6 Rows

			Not Hispanic or Latino, One Race					
	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
Building cleaning workers : 37-2010 / 4220								
Total	10,345	3,345	4,630	1,815	60	180	0	315
Male	5,650	1,640	2,685	1,070	40	45	0	170
Female	4,695	1,705	1,950	740	20	135	0	145
Percent Total	100.0%	32.3%	44.8%	17.5%	0.6%	1.7%	0.0%	3.0%
Percent Male	54.6%	15.9%	26.0%	10.3%	0.4%	0.4%	0.0%	1.6%
Percent Female	45.4%	16.5%	18.8%	7.2%	0.2%	1.3%	0.0%	1.4%

Previous 1 Next

Is this page helpful? Yes No

Explanation of Symbols

Type here to search 83°F Mostly sunny

8. Utilization Analysis & Hiring and Promotion Goals Section 46a-68-40

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **I. Executive All**

Reporting Date: **April 30, 2025**

Labor Market Area: **CT/National**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES		
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %		100	50.0	50.0	28.1	34.4	12.5	12.5	3.1	3.1	6.3	0.0	0.0	0.0	A.
WORKFORCE PARITY %		100	48.3	51.7	38.5	38.1	3.7	5.7	2.9	4.2	2.7	2.8	0.8	0.8	B.
WORKFORCE NOS.		32	16	16	9	11	4	4	1	1	2	0	0	0	C.
WORKFORCE PARITY NOS.		32	15.5	16.5	12.3	12.2	1.2	1.8	0.9	1.3	0.9	0.9	0.0	0.0	D.
NET UTILIZATION (+/-)			**0.5**	**-0.5**	**-3.3**	**-1.2**	**2.8**	**2.2**	**0.1**	**-0.3**	**1.1**	**-0.9**	**0.0**	**0.0**	E.
PREVIOUS UTILIZATION			2.0	-2.0	-1.0	-1.8	1.9	0.3	0.1	0.7	1.3	-0.9	0.0	0.0	F.
HIRING GOALS	PREVIOUS PLAN GOALS	4	1	3	1	2						1			G
	CURRENT PLAN HIRES	5	2	3	1	2	1	1							H
	CURRENT PLAN GOALS	5	3	2	3	1						1			I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0											J
	CURRENT PLAN PROMOTIONS	1	0	1				1							K
	CURRENT PLAN GOALS	0	0	0											L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **II. Faculty** **Professor**

Reporting Date: **April 30, 2025**

Labor Market Area: **CT/National**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES		
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %		100	52.6	47.4	41.7	36.5	4.2	1.0	1.6	2.6	5.2	7.3	0.0	0.0	A.
WORKFORCE PARITY %		100	51.1	48.9	36.9	35.3	3.1	3.9	1.1	3.1	10.0	6.3	0.2	0.2	B.
WORKFORCE NOS.		192	101	91	80	70	8	2	3	5	10	14	0	0	C.
WORKFORCE PARITY NOS.		192	98.1	93.9	70.8	67.8	6.0	7.5	2.1	6.0	19.2	12.1	0.0	0.0	D.
NET UTILIZATION (+/-)			**2.9**	**-2.9**	**9.2**	**2.2**	**2.0**	**-5.5**	**0.9**	**-1.0**	**-9.2**	**1.9**	**0.0**	**0.0**	E.
PREVIOUS UTILIZATION			11.5	-11.5	13.5	-8.6	1.1	-5.2	-0.9	-2.7	-2.2	5.5	0.0	0.0	F.
HIRING GOALS	PREVIOUS PLAN GOALS	0	0	0											G
	CURRENT PLAN HIRES	0	0	0											H
	CURRENT PLAN GOALS	3	1	2				2			1				I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	20	3	17		9		5	1	3	2				J
	CURRENT PLAN PROMOTIONS	20	7	13	5	9		1		1	2	2			K
	CURRENT PLAN GOALS	13	8	5				4		1	8				L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **II. Faculty** **Associate Professor**

Reporting Date: **April 30, 2025**

Labor Market Area: **CT/National**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES		
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %		100	49.3	50.7	35.1	37.3	3.0	3.7	0.7	3.0	10.4	6.7	0.0	0.0	A.
WORKFORCE PARITY %		100	35.9	64.1	22.1	41.8	1.9	7.9	2.1	3.2	9.2	11.0	0.2	0.4	B.
WORKFORCE NOS.		134	66	68	47	50	4	5	1	4	14	9	0	0	C.
WORKFORCE PARITY NOS.		134	48.1	85.9	29.6	56.0	2.5	10.6	2.8	4.3	12.3	14.7	0.0	0.0	D.
NET UTILIZATION (+/-)			**17.9**	**-17.9**	**17.4**	**-6.0**	**1.5**	**-5.6**	**-1.8**	**-0.3**	**1.7**	**-5.7**	**0.0**	**0.0**	E.
PREVIOUS UTILIZATION			10.3	-10.3	9.0	-13.2	3.0	4.2	-0.4	3.7	-1.2	-4.9	0.0	0.0	F.
HIRING GOALS	PREVIOUS PLAN GOALS	3	0	3		2						1			G
	CURRENT PLAN HIRES	0	0	0											H
	CURRENT PLAN GOALS	6	1	5		2		2	1			1			I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	16	1	15		11					1	4			J
	CURRENT PLAN PROMOTIONS	11	7	4	5	3					2	1			K
	CURRENT PLAN GOALS	14	1	13		4		4	1			5			L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **II. Faculty** **Assistant Professor**

Reporting **April 30, 2025**

Labor Market Area: **CT/National**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES		
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %		100	27.6	72.4	13.8	44.8	1.7	10.3	1.7	3.4	10.3	13.8	0.0	0.0	A.
WORKFORCE PARITY %		100	44.7	55.4	31.8	39.0	2.7	4.8	3.3	4.1	6.1	6.5	0.7	1.1	B.
WORKFORCE NOS.		58	16	42	8	26	1	6	1	2	6	8	0	0	C.
WORKFORCE PARITY NOS.		58	25.9	32.1	18.4	22.6	1.6	2.8	1.9	2.4	3.5	3.8	0.0	0.0	D.
NET UTILIZATION (+/-)			**-9.9**	**9.9**	**-10.4**	**3.4**	**-0.6**	**3.2**	**-0.9**	**-0.4**	**2.5**	**4.2**	**0.0**	**0.0**	E.
PREVIOUS UTILIZATION			-5.8	5.8	-6.0	4.7	-1.6	0.1	-2.0	-0.4	4.3	2.0	0.0	0.0	F.
HIRING GOALS	PREVIOUS PLAN GOALS	10	10	0	6		2		2						G
	CURRENT PLAN HIRES	12	3	9		3	1	4	1		1	2			H
	CURRENT PLAN GOALS	12	12	0	10		1		1						I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0											J
	CURRENT PLAN PROMOTIONS	0	0	0											K
	CURRENT PLAN GOALS	0	0	0											L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **II. Faculty Coaches**

Reporting Date: **April 30, 2025**

Labor Market Area: **CT/National**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES		
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %		100	60.9	39.1	52.2	34.8	8.7	4.3	0.0	0.0	0.0	0.0	0.0	0.0	A.
WORKFORCE PARITY %		100	70.3	29.7	50.3	22.0	12.2	4.0	3.0	1.3	4.6	2.2	0.2	0.1	B.
WORKFORCE NOS.		23	14	9	12	8	2	1	0	0	0	0	0	0	C
WORKFORCE PARITY NOS.		23	16.2	6.8	11.6	5.1	2.8	0.9	0.7	0.3	1.1	0.5	0.0	0.0	D.
NET UTILIZATION (+/-)			**-2.2**	**2.2**	**0.4**	**2.9**	**-0.8**	**0.1**	**-0.7**	**-0.3**	**-1.1**	**-0.5**	**0.0**	**0.0**	E.
PREVIOUS UTILIZATION			-1.6	1.6	0.4	1.5	0.0	0.0	-0.8	0.7	-1.2	-0.6	0.0	0.0	F.
HIRING GOALS	PREVIOUS PLAN GOALS	3	2	1					1		1	1			G
	CURRENT PLAN HIRES	1	0	1		1									H
	CURRENT PLAN GOALS	4	3	1			1		1		1	1			I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0											J
	CURRENT PLAN PROMOTIONS-	0	0	0											K
	CURRENT PLAN GOALS	0	0	0											L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **III. Professional** All Nonfaculty

Reporting Date: **April 30, 2025**

Labor Market Area: **CT/National**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE MALE	WHITE FEMALE	BLACK MALE	BLACK FEMALE	HISPANIC MALE	HISPANIC FEMALE	AAIANHNPI MALE	AAIANHNPI FEMALE	2 OR MORE RACES MALE	2 OR MORE RACES FEMALE	
WORKFORCE %		100	37.4	62.6	27.0	42.2	5.2	10.4	1.5	5.9	3.0	4.1	0.7	0.0	A.
WORKFORCE PARITY %		100	44.5	55.5	31.7	39.0	3.5	5.7	3.6	5.5	5.0	4.5	0.8	1.1	B.
WORKFORCE NOS.		270	101	169	73	114	14	28	4	16	8	11	2	0	C.
WORKFORCE PARITY NOS.		270	120.2	149.9	85.6	105.3	9.5	15.4	9.7	14.9	13.5	12.2	2.2	3.0	D.
NET UTILIZATION (+/-)			**-19.2**	**19.2**	**-12.6**	**8.7**	**4.6**	**12.6**	**-5.7**	**1.2**	**-5.5**	**-1.2**	**-0.2**	**-3.0**	E.
PREVIOUS UTILIZATION			-21.1	21.1	-15.7	16.2	5.9	7.1	-6.4	0.6	-5.1	-1.7	-0.1	-1.9	F.
HIRING GOALS	PREVIOUS PLAN GOALS	31	27	4	16				6		5	2		2	G
	CURRENT PLAN HIRES	27	10	17	7	8	1	6	2	1		2			H
	CURRENT PLAN GOALS	29	25	4	13				6		6	1		3	I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0											J
	CURRENT PLAN PROMOTIONS	3	0	3		2				1					K
	CURRENT PLAN GOALS	0	0	0											L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **IV. Secretarial/ Clerical-** Varied

Reporting Date: **April 30, 2025**

Labor Market Area: **New Haven County**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES		
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %		100	21.6	78.4	21.6	35.1	0.0	24.3	0.0	13.5	0.0	2.7	0.0	2.7	A.
WORKFORCE PARITY %		100	8.9	91.1	5.4	63.0	1.5	14.0	1.5	11.0	0.2	1.5	0.3	1.5	B.
WORKFORCE NOS.		37	8	29	8	13	0	9	0	5	0	1	0	1	C.
WORKFORCE PARITY NOS.		37	3.3	33.7	2.0	23.3	0.6	5.2	0.6	4.1	0.1	0.6	0.0	0.0	D.
NET UTILIZATION (+/-)			**4.7**	**-4.7**	**6.0**	**-10.3**	**-0.6**	**3.8**	**-0.6**	**0.9**	**-0.1**	**0.4**	**0.0**	**0.0**	E.
PREVIOUS UTILIZATION			6.7	-6.7	7.0	-11.8	0.4	2.0	-0.6	2.2	-0.1	0.4	0.0	0.0	F.
HIRING GOALS	PREVIOUS PLAN GOALS	12	1	11		11			1						G
	CURRENT PLAN HIRES	2	0	2		2									H
	CURRENT PLAN GOALS	11	2	9		9	1		1						I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	1	0	1		1									J
	CURRENT PLAN PROMOTIONS	2	0	2		1		1							K
	CURRENT PLAN GOALS	1	0	1		1									L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **IV. Secretarial/ Clerical- Secretary2**

Reporting Date: **April 30, 2025**

Labor Market Area: **New Haven County**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES		
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %		100	2.6	97.4	0.0	44.7	2.6	36.8	0.0	15.8	0.0	0.0	0.0	0.0	A.
WORKFORCE PARITY %		100	5.4	94.6	3.7	63.9	0.6	16.5	1.0	10.0	0.0	1.5	0.1	2.7	B.
WORKFORCE NOS.		38	1	37	0	17	1	14	0	6	0	0	0	0	C.
WORKFORCE PARITY NOS.		38	2.1	35.9	1.4	24.3	0.2	6.3	0.4	3.8	0.0	0.6	0.0	0.0	D.
NET UTILIZATION (+/-)			**-1.1**	**1.1**	**-1.4**	**-7.3**	**0.8**	**7.7**	**-0.4**	**2.2**	**0.0**	**-0.6**	**0.0**	**0.0**	E.
PREVIOUS UTILIZATION			-6.5	6.5	-1.5	-3.4	-1.0	9.0	-2.2	2.7	-1.8	-0.6	0.0	0.0	F.
HIRING GOALS	PREVIOUS PLAN GOALS	10	7	3	2	2	1		2		2	1			G
	CURRENT PLAN HIRES	3	0	3				2		1					H
	CURRENT PLAN GOALS	8	1	7	1	6						1			I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	1	0	1		1									J
	CURRENT PLAN PROMOTIONS	0	0	0											K
	CURRENT PLAN GOALS	1	0	1		1									L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **V. Technical/Para- Professional**

Reporting Date: **April 30, 2025**

Labor Market Area: **New Haven County**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES		
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %		100	20.0	80.0	0.0	40.0	0.0	0.0	20.0	0.0	0.0	40.0	0.0	0.0	A.
WORKFORCE PARITY %		100	28.9	71.1	16.0	41.8	3.9	9.7	7.0	11.6	1.7	4.3	0.2	3.7	B.
WORKFORCE NOS.		5	1	4	0	2	0	0	1	0	0	2	0	0	C.
WORKFORCE PARITY NOS.		5	1.4	3.6	0.8	2.1	0.2	0.5	0.4	0.6	0.1	0.2	0.0	0.0	D.
NET UTILIZATION (+/-)			**-0.4**	**0.4**	**-0.8**	**-0.1**	**-0.2**	**-0.5**	**0.7**	**-0.6**	**-0.1**	**1.8**	**0.0**	**0.0**	E.
PREVIOUS UTILIZATION			-0.2	0.2	-0.6	0.3	-0.2	-0.4	0.7	-0.5	-0.1	0.8	0.0	0.0	0
HIRING GOALS	PREVIOUS PLAN GOALS	3	1	2	1			1		1					G
	CURRENT PLAN HIRES	0	0	0											H
	CURRENT PLAN GOALS	3	1	2	1			1		1					I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0											J
	CURRENT PLAN PROMOTIONS	0	0	0											K
	CURRENT PLAN GOALS	0	0	0											L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **VI. Skilled Crafts** All

Reporting Date: **April 30, 2025**

Labor Market Area: **New Haven County**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES		
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %		100	100.0	0.0	74.2	0.0	16.1	0.0	6.5	0.0	3.2	0.0	0.0	0.0	A.
WORKFORCE PARITY %		100	93.5	6.5	61.2	1.4	14.2	1.8	17.0	3.0	0.6	0.1	0.5	0.2	B.
WORKFORCE NOS.		31	31	0	23	0	5	0	2	0	1	0	0	0	C.
WORKFORCE PARITY NOS.		31	29.0	2.0	19.0	0.4	4.4	0.6	5.3	0.9	0.2	0.0	0.0	0.0	D.
NET UTILIZATION (+/-)			**2.0**	**-2.0**	**4.0**	**-0.4**	**0.6**	**-0.6**	**-3.3**	**-0.9**	**0.8**	**0.0**	**0.0**	**0.0**	E.
PREVIOUS UTILIZATION			2.6	-2.6	5.4	-0.4	-0.3	-0.6	-3.1	-1.5	0.8	0.0	0.0	0.0	F.
HIRING GOALS	PREVIOUS PLAN GOALS	7	3	4		1		1	3	2					G
	CURRENT PLAN HIRES	1	1	0	1										H
	CURRENT PLAN GOALS	5	3	2				1	3	1					I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0											J
	CURRENT PLAN PROMOTIONS	1	1	0			1								K
	CURRENT PLAN GOALS	0	0	0											L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **VII. Maintenance/ Services- Varied**

Reporting Date: **April 30, 2025**

Labor Market Area: **New Haven County**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES		
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %		100	80.0	20.0	13.3	0.0	46.7	6.7	20.0	13.3	0.0	0.0	0.0	0.0	A.
WORKFORCE PARITY %		100	58.0	42.0	25.9	15.6	15.4	10.2	14.1	14.1	1.0	1.1	1.6	1.0	B.
WORKFORCE NOS.		15	12	3	2	0	7	1	3	2	0	0	0	0	C.
WORKFORCE PARITY NOS.		15	8.7	6.3	3.9	2.3	2.3	1.5	2.1	2.1	0.2	0.2	0.0	0.0	D.
NET UTILIZATION (+/-)			**3.3**	**-3.3**	**-1.9**	**-2.3**	**4.7**	**-0.5**	**0.9**	**-0.1**	**-0.2**	**-0.2**	**0.0**	**0.0**	E.
PREVIOUS UTILIZATION			1.7	-1.7	-1.7	-2.1	3.8	-0.4	0.0	1.1	-0.2	-0.2	0.0	0.0	F.
HIRING GOALS	PREVIOUS PLAN GOALS	3	1	2	1	1		1							G
	CURRENT PLAN HIRES	0	0	0											H
	CURRENT PLAN GOALS	5	1	4	1	2		1				1			I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	2	1	1	1	1									J
	CURRENT PLAN PROMOTIONS	3	3	0			2		1						K
	CURRENT PLAN GOALS	1	1	0	1										L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **VII. Maintenance/Services- Custodian**

Reporting Date: **April 30, 2025**

Labor Market Area: **New Haven County**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES		
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %		100	60.3	39.7	14.3	6.3	38.1	23.8	7.9	9.5	0.0	0.0	0.0	0.0	A.
WORKFORCE PARITY %		100	54.6	45.4	26.0	18.8	10.3	7.2	15.9	16.5	0.8	1.5	1.6	1.4	B.
WORKFORCE NOS.		63	38	25	9	4	24	15	5	6	0	0	0	0	C.
WORKFORCE PARITY NOS.		63	34.4	28.6	16.4	11.8	6.5	4.5	10.0	10.4	0.5	0.9	0.0	0.0	D.
NET UTILIZATION (+/-)			**3.6**	**-3.6**	**-7.4**	**-7.8**	**17.5**	**10.5**	**-5.0**	**-4.4**	**-0.5**	**-0.9**	**0.0**	**0.0**	E.
PREVIOUS UTILIZATION			7.4	-7.4	-5.4	-9.6	19.1	10.2	-5.7	-6.1	0.5	-1.0	0.0	0.0	F.
HIRING GOALS	PREVIOUS PLAN GOALS	28	11	17	5	10			6	6		1			G
	CURRENT PLAN HIRES	3	2	1		1	1		1						H
	CURRENT PLAN GOALS	26	13	13	7	8			5	4	1	1			I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0											J
	CURRENT PLAN PROMOTIONS *	0	0	0											K
	CURRENT PLAN GOALS	0	0	0											L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Utilization Analysis- Hiring, Promotional and Upward/Career Mobility FORM 85A

Agency: **Southern CT State University**

Occupational Category/Class: **VII. Protective Services**

Reporting Date: **April 30, 202**

LMA: **New Haven County**

		GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES		
					MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %		100	75.0	25.0	45.8	16.7	12.5	8.3	16.7	0.0	0.0	0.0	0.0	0.0	A.
FINAL AVAILABILITY BASE%		100	91.6	8.4	68.3	3.5	5.1	3.7	14.4	1.1	2.9	0.1	0.9	0.0	B.
WORKFORCE NUMBERS		24	18	6	11	4	3	2	4	0	0	0	0	0	C.
WORKFORCE PARITY NUMBERS		24	22.0	2.0	16.4	0.8	1.2	0.9	3.5	0.3	0.7	0.0	0.0	0.0	D.
NET UTILIZATION (+/-)			**-4.0**	**4.0**	**-5.4**	**3.2**	**1.8**	**1.1**	**0.5**	**-0.3**	**-0.7**	**0.0**	**0.0**	**0.0**	E.
PREVIOUS UTILIZATION			-3.2	3.2	-6.3	2.3	1.9	1.2	2.0	-0.2	-0.6	0.0	0.0	0.0	F.
HIRING GOALS	PREVIOUS PLAN GOALS	6	6	0	5						1				G
	CURRENT PLAN HIRES	3	1	2	1	1		1							H
	CURRENT PLAN GOALS	6	6	0	5						1				I
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0											J
	CURRENT PLAN PROMOTIONS-	1	1	0	1										K
	CURRENT PLAN GOALS	0	0	0											L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0											M
	CURRENT PLAN PROMOTIONS	0	0	0											N
	CURRENT PLAN GOALS	0	0	0											O

Southern Connecticut State University
Hiring/Promotional Goals

May 1, 2025- April 30, 2026

Occupational Category/Class	Hiring Goals	Achieved	Other Hires	Promotion Goals	Achieved	Other Promo
Executive/Managerial (Cat.1)	3 WM 1 WF 1 AAIANHNPI F					
Faculty-Professional- (Cat. 2) *Professor*	2 BF 1 AAIANHNPI M			4 BF 1 HF 8 AAIANHNPI M		
Associate Professor- Full time tenure track	2 WF 2 BF 1 HM 1 AAIANHNPI F			4 WF 4 BF 1 HM 5 AAIANHNPI F		
Assistant Professor Full time tenure track	10 WM 1 BM 1 HM					
Coaches	1 BM 1 HM 1 AAIANHNPI M 1 AAIANHNPI F					
Professional Non-faculty (Cat. 3)	13 WM 6 HM 6 AAIANHNPI M 1 AAIANHNPI F 3 TWO OR MORE RACES F					
Secretarial/Clerical- *Varied (Cat. 4)*	9 WF 1 BM 1 HM			1 WF		

9/24/2025

Southern Connecticut State University
Hiring/Promotional Goals

May 1, 2025- April 30, 2026

Occupational Category/Class	Hiring Goals	Achieved	Other Hires	Promotion Goals	Achieved	Other Promo
Secretary 2	1 WM 6 WF 1 AAIANHNPI F			1 WF		
Technical and Paraprofessional (Cat. 5)	1 WM 1 BF 1 HF					
Skilled Craft (Cat 6)	1 BF 3 HM 1 HF					
Service/Maintenance *Varied (Cat 7)*	1 WM 2 WF 1 BF 1 AAIANHNPI F			1 WM		
Custodian (Cat 7)	7 WM 8 WF 5 HM 4 HF 1 AAIANHNPI M 1 AAIANHNPI F					
Protective Services	5 WM 1 AAIANHNPI M					
Total	**123**	0	**0**	**30**	**0**	

9/24/2025

Southern Connecticut State University
Hiring/Promotional Goals

May 1, 2025- April 30, 2026

Occupational Category/Class	Hiring Goals	Achieved	Other Hires	Promotion Goals	Achieved	Other Promo
Executive/Managerial (Cat.1)	3 WM 1 WF 1 AAIANHNPI F					
Faculty-Professional- (Cat. 2) *Professor*	2 BF 1 AAIANHNPI M			4 BF 1 HF 8 AAIANHNPI M		
Associate Professor- Full time tenure track	2 WF 2 BF 1 HM 1 AAIANHNPI F			4 WF 4 BF 1 HM 5 AAIANHNPI F		
Assistant Professor Full time tenure track	11 WM 1 BM 1 HM					
Coaches	1 BM 1 HM 1 AAIANHNPI M 1 AAIANHNPI F					
Professional Non-faculty (Cat. 3)	13 WM 6 HM 6 AAIANHNPI M 1 AAIANHNPI F 3 TWO OR MORE RACES F					
Secretarial/Clerical- *Varied (Cat. 4)*	9 WF 1 BM 1 HM			1 WF		

Southern Connecticut State University
Hiring/Promotional Goals

May 1, 2025- April 30, 2026

Occupational Category/Class	Hiring Goals	Achieved	Other Hires	Promotion Goals	Achieved	Other Promo
Secretary 2	1 WM 6 WF 1 AAIANHNPI F			1 WF		
Technical and Paraprofessional (Cat. 5)	1 WM 1 BF 1 HF					
Skilled Craft (Cat 6)	1 BF 3 HM 1 HF					
Service/Maintenance *Varied (Cat 7)*	1 WM 2 WF 1 BF 1 AAIANHNPI F			1 WM		
Custodian (Cat 7)	7 WM 8 WF 5 HM 4 HF 1 AAIANHNPI M 1 AAIANHNPI F					
Protective Services	5 WM 1 AAIANHNPI M					
Total	**124**	0	**0**	**30**	**0**	

9. Employment Analyses
Section 46a-68-86

FORM 42A1 Category: **I. Executive**

Titles: **All**

Date: **April 30, 2025** Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male	Two or More Races Female
Workforce #, Current	32	16	16	9	11	4	4	1	1	2	0	0	0
Workforce #, Previous	31	17	14	11	10	3	2	1	2	2	0	0	0
Net Change	1	-1	2	-2	1	1	2	0	-1	0	0	0	0
Hires	5	2	3	1	2	1	1						
Promotion into Category	1	0	1				1						
Temporary Appts.	0	0	0										
Emergency Appts.	0	0	0										
Promotion within Category	0	0	0										
Total Increases	6	2	4	1	2	1	2	0	0	0	0	0	0
Voluntary Demotion to Faculty	0	0	0										
Retirements	4	2	2	2	1				1				
Termination/dismissals	0	0	0										
Resignations	1	1	0	1									
Total Reductions	5	3	2	3	1	0	0	0	1	0	0	0	0

FORM 42A1

Category: **II. Faculty**

Titles: **Professor**

Date: April 30, 2024

Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male	Two or More Races Female
Workforce #, Current	192	101	91	80	70	8	2	3	5	10	14	0	0
Workforce #, Previous	176	96	80	77	62	8	2	3	4	8	12	0	0
Net Change	16	5	11	3	8	0	0	0	1	2	2	0	0
Hires	0	0	0										
Promotion into Category	20	7	13	5	9		1		1	2	2		
Temporary Appts.	0	0	0										
Voluntary Demotion into category	0	0	0										
Return from leave	0	0	0										
	0	0	0										
Total Increases	20	7	13	5	9	0	1	0	1	2	2	0	0
Transfers	0	0	0										
Went to PT staff	0	0	0										
Retirements	3	2	1	2	1								
Resignations	0	0	0										
Deceased	0	0	0										
Promotion out of category	1	0	1				1						
Total Reductions	4	2	2	2	1	0	1	0	0	0	0	0	0

FORM 42A1

Category: **II. Faculty**

Titles: **Associate Professor**

Date: **April 30, 2025**

Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male	Two or More Races Female
Workforce #, Current	134	66	68	47	50	4	5	1	4	14	9	0	0
Workforce #, Previous	150	67	83	48	62	4	6	1	5	14	10	0	0
Net Change	-16	-1	-15	-1	-12	0	-1	0	-1	0	-1	0	0
Hires	0	0	0										
Promotion into Category	11	7	4	5	3					2	1		
Temporary Appts.	0	0	0										
	0	0	0										
	0	0	0										
	0	0	0										
Total Increases	11	7	4	5	3	0	0	0	0	2	1	0	0
Transfers	0	0	0										
Retirements	4	0	4		4								
Deceased	0	0	0										
Resignations	3	1	2	1	2								
Promotion out of category	20	7	13	5	9		1		1	2	2		
	0	0	0										
Total Reductions	27	8	19	6	15	0	1	0	1	2	2	0	0

FORM 42A1 Category: **II. Faculty**

Titles: **Assistant Professor**

Date: **April 30, 2025** Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male	Two or More Races Female
Workforce #, Current	58	16	42	8	26	1	6	1	2	6	8	0	0
Workforce #, Previous	62	22	40	14	29	0	3	0	2	8	6	0	0
Net Change	-4	-6	2	-6	-3	1	3	1	0	-2	2	0	0
Hires	12	3	9		3	1	4	1		1	2		
Return from leave	1	0	1								1		
Temporary Appts.	0	0	0										
Emergency Appts.	0	0	0										
	0	0	0										
Total Increases	13	3	10	0	3	1	4	1	0	1	3	0	0
Dismissal	0	0	0										
Full time to part time	0	0	0										
Contract Ended	1	1	0	1									
Retirement	0	0	0										
Resignations	5	1	4		3		1			1			
Promotion out of category	11	7	4	5	3					2	1		
Total Reductions	17	9	8	6	6	0	1	0	0	3	1	0	0

FORM 42A1 Category: **II. Faculty**

Titles: **Coaches**

Date: **April 30, 2025** Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male	Two or More Races Female
Workforce #, Current	23	14	9	12	8	2	1	0	0	0	0	0	0
Workforce #, Previous	25	16	9	13	7	3	1	0	1	0	0	0	0
Net Change	-2	-2	0	-1	1	-1	0	0	-1	0	0	0	0
Hires	1	0	1		1								
Promotion into Category	0	0	0										
Temporary Appts.	0	0	0										
Return from leave	0	0	0										
Emergency Hires	0	0	0										
Promotion within Category	0	0	0										
Total Increases	1	0	1	0	1	0	0	0	0	0	0	0	0
Transfers	0	0	0										
Went to PT staff	0	0	0										
Retirements	0	0	0										
Contract Ended	0	0	0										
Resignations	0	0	0										
Promotion out of category	0	0	0										
Total Reductions	0	0	0	0	0	0	0	0	0	0	0	0	0

FORM 42A1 Category: **III. Prof. Nonfaculty**

Titles: **All**

Date: **April 30, 2025** Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male	Two or More Races Female
Workforce #, Current	270	101	169	73	114	14	28	4	16	8	11	2	0
Workforce #, Previous	261	95	166	67	118	15	22	3	15	8	10	2	1
Net Change	9	6	3	6	-4	-1	6	1	1	0	1	0	-1
Hires	27	10	17	7	8	1	6	2	1		2		
Promotion into Category	3	0	3		2				1				
Emergency Hires	0	0	0										
Intermittent Appts.	0	0	0										
Promotion within Category	0	0	0										
Promotion within Category	11	1	10	1	10								
Total Increases	30	10	20	7	10	1	6	2	2	0	2	0	0
Transfer	0	0	0										
Retirements	6	1	5	1	4								1
Contract Ended	0	0	0										
Went to PT	1	0	1								1		
Resignations	14	3	11		10	2		1	1				
Promotion to another category	0	0	0										
Total Reductions	21	4	17	1	14	2	0	1	1	0	1	0	1

FORM 42A1 Category: **IV. Secretarial / Clerical**
Titles: **Varied**

Date: **April 30, 2025** Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male	Two or More Races Female
Workforce #, Current	37	8	29	8	13	0	9	0	5	0	1	0	1
Workforce #, Previous	37	10	27	9	12	1	7	0	6	0	1	0	1
Net Change	0	-2	2	-1	1	-1	2	0	-1	0	0	0	0
Hires	2	0	2		2								
Went from part-time to full-time	0	0	0										
Intermittent Appts.	0	0	0										
Temporary Appts.	0	0	0										
Changed Race Category	1	0	1				1						
Promoted into Category	2	0	2		1		1						
Total Increases	5	0	5	0	3	0	2	0	0	0	0	0	0
Changed Race Category	1	0	1		1								
Went to PT staff	0	0	0										
Retirements	0	0	0										
Disability Retirement	0	0	0										
Resignations	1	1	0			1							
Promotion to another category	3	1	2	1	1				1				
Total Reductions	5	2	3	1	2	1	0	0	1	0	0	0	0

FORM 42A1

Category: **IV. Secretarial / Clerical**

Titles: **Secretary 2**

Date: **April 30, 2025**

Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male	Two or More Races Female
Workforce #, Current	38	1	37	0	17	1	14	0	6	0	0	0	0
Workforce #, Previous	41	1	40	0	21	1	14	0	5	0	0	0	0
Net Change	-3	0	-3	0	-4	0	0	0	1	0	0	0	0
Hires	3	0	3				2		1				
Promotion within Category	0	0	0										
Temporary Appts.	0	0	0										
Return from Leave of absence	0	0	0										
Intermittent Appts.	0	0	0										
Promotion into Category	0	0	0										
Total Increases	3	0	3	0	0	0	2	0	1	0	0	0	0
Transfers	0	0	0										
Layoffs	0	0	0										
Retirements	2	0	2		2								
Termination/dismissals	0	0	0										
Resignations	1	0	1				1						
Promotion to another category	3	0	3		2		1						
Total Reductions	6	0	6	0	4	0	2	0	0	0	0	0	0

FORM 42A1 Category: **V. Technical / Paraprofessional**

Titles: **All**

Date: **April 30, 2025** Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male	Two or More Races Female
Workforce #, Current	5	1	4	0	2	0	0	1	0	0	2	0	0
Workforce #, Previous	4	1	3	0	2	0	0	1	0	0	1	0	0
Net Change	1	0	1	0	0	0	0	0	0	0	1	0	0
Hires	0	0	0										
Promotion into Category	0	0	0										
Temporary Appt	0	0	0										
Emergency Hires	0	0	0										
Intermittent Appts.	0	0	0										
parttime to fulltime	0	0	0										
Total Increases	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers	0	0	0										
Layoffs	0	0	0										
Retirements	0	0	0										
Termination/dismissals	0	0	0										
Resignations	1	0	1								1		
Transfer to another categor	0	0	0										
Total Reductions	1	0	1	0	0	0	0	0	0	0	1	0	0

FORM 42A1 Category: **VI. Skilled Crafts**

Titles: **All**

Date: April 30, 2024 Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male	Two or More Races Female
Workforce #, Current	31	31	0	23	0	5	0	2	0	1	0	0	0
Workforce #, Previous	32	32	0	25	0	4	0	2	0	1	0	0	0
Net Change	-1	-1	0	-2	0	1	0	0	0	0	0	0	0
Hires	1	1	0	1									
Promotion within Category	0	0	0										
Correction	0	0	0										
Emergency Hires	0	0	0										
Intermittent Appts.	0	0	0										
Promotion into Category	1	1	0			1							
Total Increases	2	2	0	1	0	1	0	0	0	0	0	0	0
Transfers	0	0	0										
Layoffs	0	0	0										
Retirements	2	2	0	2									
Termination/dismissals	0	0	0										
Resignations	1	1	0	1									
Promotion out to another category	0	0	0										
Total Reductions	3	3	0	3	0	0	0	0	0	0	0	0	0

FORM 42A1 Category: **VII. Service Maintenance**

Titles: **Varied**

Date: **April 30, 2025** Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male	Two or More Races Female
Workforce #, Current	15	12	3	2	0	7	1	3	2	0	0	0	0
Workforce #, Previous	14	10	4	2	0	6	1	2	3	0	0	0	0
Net Change	1	2	-1	0	0	1	0	1	-1	0	0	0	0
Hires	0	0	0										
Temporary Appts.	0	0	0										
Miscount in last AAP	0	0	0										
Intermittent Appts.	0	0	0										
Promotion into Category	3	3	0			2		1					
Total Increases	3	3	0	0	0	2	0	1	0	0	0	0	0
Death	0	0	0										
Layoffs	0	0	0										
Retirements	2	0	0										
Promotion out of category	1	1	0			1							
Resignations	2	1	0										
Voluntary Demotion out of Category	1	0	1						1				
Total Reductions	2	1	1	0	0	1	0	0	1	0	0	0	0

FORM 42A1

Category: **VII. Service Maintenance**

Titles: **Custodian**

Date: **April 30, 2025**

Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male
Workforce #, Current	63	38	25	9	4	24	15	5	6	0	0	0
Workforce #, Previous	67	44	23	12	3	26	15	5	5	1	0	0
Net Change	-4	-6	2	-3	1	-2	0	0	1	-1	0	0
Hires	3	2	1		1	1		1				
Promotion within Category	0	0	0									
Temporary Appts.	0	0	0									
Miscounted in last AAP	0	0	0									
Voluntary Demotion into Category	1	0	1						1			
Total Increases	4	2	2	0	1	1	0	1	1	0	0	0
Deceased	0	0	0									
Went to part time staff	0	0	0									
Retirements	2	2	0	1		1						
Termination/dismissals	1	1	0			1						
Resignations	3	3	0	2						1		
Promo out of category	2	2	0			1		1				
Total Reductions	8	8	0	3	0	3	0	1	0	1	0	0

Two or More Races Female
0
0
0
0
0

FORM 42A1

Category: **VII. Protective Services**

Titles: **Protective Services**

Date: **April 30, 2025**

Employment Process Analysis

Employment Process	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or More Races Male	Two or More Races Female
Workforce #, Current	24	18	6	11	4	3	2	4	0	0	0	0	0
Workforce #, Previous	21	16	5	9	4	3	1	4	0	0	0	0	0
Net Change	3	2	1	2	0	0	1	0	0	0	0	0	0
Hires	3	1	2	1	1		1						
Promotion within Category	0	0	0										
Temporary Appointments	0	0	0										
Emergency Hires	0	0	0										
Intermittent Appts.	0	0	0										
Promotion into Category	1	1	0	1									
Total Increases	4	2	2	2	1	0	1	0	0	0	0	0	0
Transfers	0	0	0										
Layoffs	0	0	0										
Retirements	0	0	0										
Termination/dismissals	0	0	0										
Resignations	1	0	1		1								
Promotion to another category	0	0	0										
Total Reductions	1	0	1	0	1	0	0	0	0	0	0	0	0

FORM 42A2 Category: **I. Executive**
Titles: **All**
Date: **April 30, 2025** Applicant Flow Analysis (Hires)

Applicant Flow Analysis	**Grand Total**	**Total Male**	**Total Female**	**White Male**	**White Female**	**Black Male**	**Black Female**	**Hispanic Male**	**Hispanic Female**	**AAIANHNPI Male**	**AAIANHNPI Female**	**TM**	**TF**	**UM**	**UF**	**UU**	
Intra-agency	0	0	0														A
Outside agency	0	0	0														B
Reemployment list	0	0	0														C
Employment list	0	0	0														D
Transfer list	0	0	0														E
Other applicants	90	57	33	27	18	14	7	1	2	9	4	4	2	2	0	0	F
TOTAL APPLICANTS	90	57	33	27	18	14	7	1	2	9	4	4	2	2	0	0	G
TOTAL REJECTED APPLICANTS	59	37	22	17	12	7	6	1	1	8	3	3	0	1	0	0	H
TOTAL QUALIFIED APPLICANTS	31	20	11	10	6	7	1	0	1	1	1	1	2	1	0	0	I
TOTAL INTERVIEWED	31	20	11	10	6	7	1	0	1	1	1	1	2	1	0	0	J
Not offered position	26	18	8	9	4	6	0	0	1	1	1	1	2	1	0	0	K
Offered position	5	2	3	1	2	1	1	0	0		0	0	0	0	0	0	L
Refuse position/Withdrew Candidacy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	M
TOTAL ACCESSIONS	5	2	3	1	2	1	1	0	0		0	0	0	0	0	0	N

FORM 42A2 Category: **II. Faculty**
Titles: **Professor**
Date: **April 30, 2025** Applicant Flow Analysis (Hires)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	UU
Intra-agency	0	0	0													
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0													
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not offered position	0	0	0													
Offered position	0	0	0													
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	0	0	0													

FORM 42A2 Category: **II. Faculty**

Titles: **Associate Professor**

Date: **April 30, 2025** Applicant Flow Analysis (Hires)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	UU
Intra-agency	0	0	0													
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not offered position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Offered position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Refuse position/Withdrew Candidacy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FORM 42A2 Category: **II. Faculty**

Titles: **Assistant Professor**

Date: **April 30, 2025** Applicant Flow Analysis (Hires)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	UU
Intra-agency	0	0	0													
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	202	89	111	25	52	7	18	3	14	36	22	0	0	18	5	2
TOTAL APPLICANTS	202	89	111	25	52	7	18	3	14	36	22	0	0	18	5	2
TOTAL REJECTED APPLICANTS	143	68	73	21	33	4	12	2	13	25	11	0	0	16	4	2
TOTAL QUALIFIED APPLICANTS	59	21	38	4	19	3	6	1	1	11	11	0	0	2	1	0
TOTAL INTERVIEWED	59	21	38	4	19	3	6	1	1	11	11	0	0	2	1	0
Not offered position	46	18	28	4	16	2	1	0	1	10	9	0	0	2	1	
Offered position	13	3	10	0	3	1	5	1	0	1	2	0	0	0	0	0
Refused position	1	0	1		0	0	1	0	0	0	0	0	0	0	0	0
TOTAL ACCESSIONS	12	3	9	0	3	1	4	1	0	1	2	0	0	0	0	0

FORM 42A2 Category: **II. Faculty**

Titles: **Coaches**

Date: **April 30, 2025** Applicant Flow Analysis (Hires)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	UU
Intra-agency	0	0	0													
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	9	3	6	2	3	1	2		1							
TOTAL APPLICANTS	9	3	6	2	3	1	2	0	1	0	0	0	0	0	0	0
TOTAL REJECTED APPLICANTS	6	2	4	1	2	1	1		1							
TOTAL QUALIFIED APPLICANTS	3	1	2	1	1	0	1	0	0	0	0	0	0		0	0
TOTAL INTERVIEWED	3	1	2	1	1		1									
Not offered position	2	1	1	1			1									
Offered position	1	0	1		1											
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	1	0	1		1											

FORM 42A2 Category: **III. Professional/Nonfaculty**
Titles: **All**
Date: **April 30, 2025** Applicant Flow Analysis (hires)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	UU
Intra-agency	0	0	0													
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	659	321	331	195	180	61	76	30	40	11	14	12	13	12	8	7
TOTAL APPLICANTS	659	321	331	195	180	61	76	30	40	11	14	12	13	12	8	7
TOTAL REJECTED APPLICANTS	492	258	227	164	119	43	53	23	26	11	9	8	13	9	7	7
TOTAL QUALIFIED APPLICANTS	167	63	104	31	61	18	23	7	14	0	5	4	0	3	1	0
TOTAL INTERVIEWED	167	63	104	31	61	18	25	7	13	0	5	4	0	3	1	0
Not offered position	138	52	86	23	52	17	17	5	13	0	3	4	0	3	1	0
Offered position	29	11	18	8	9	1	6	2	1	0	2	0	0	0	0	0
Refused Position	2	1	1	1	1			0								
TOTAL ACCESSIONS	27	10	17	7	8	1	6	2	1	0	2					

FORM 42A2 Category: **IV. Secretarial/Clerical**

Titles: **Varied**

Date: **April 30, 2025** Applicant Flow Analysis (hires)

Applicant Flow Analysis	**Grand Total**	**Total Male**	**Total Female**	**White Male**	**White Female**	**Black Male**	**Black Female**	**Hispanic Male**	**Hispanic Female**	**AAIANH NPI Male**	**AAIANH NPI Female**	**TM**	**TF**	**UM**	**UF**	**UU**
Intra-agency	0	0	0													
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	692	91	589	41	245	21	138	8	137	12	22	3	26	6	21	12
TOTAL APPLICANTS	692	91	589	41	245	21	138	8	137	12	22	3	26	6	21	12
TOTAL REJECTED APPLICANTS	671	88	571	39	235	21	136	7	136	12	22	3	24	6	18	12
TOTAL QUALIFIED APPLICANTS	21	3	18	2	10	0	2	1	1	0	0	0	2	0	3	0
TOTAL INTERVIEWED	21	3	18	2	10	0	2	1	1	0	0	0	2	0	3	0
Not offered position	19	3	16	2	8	0	2	1	1	0	0	0	2	0	3	0
Offered position	2	0	2		2											
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	2	0	2		2											

FORM 42A2 Category: **IV. Secretarial/Clerical**

Titles: **sect2**

Date: **April 30, 2025** Applicant Flow Analysis (hires)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANH NPI Male	AAIANH NPI Female	TM	TF	UM	UF	UU
Intra-agency	0	0	0													
Outside agency	0	0	0													
Certified employment list	0	0	0													
Re-employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	322	35	281	11	97	11	99	8	45	2	4	0	23	3	13	6
TOTAL APPLICANTS	322	35	281	11	97	11	99	8	45	2	4	0	23	3	13	6
TOTAL REJECTED APPLICANTS	299	32	261	10	90	11	90	7	43	2	4	0	21	2	13	6
TOTAL QUALIFIED APPLICANTS	23	3	20	1	7	0	9	1	2	0	0	0	2	1	0	0
TOTAL INTERVIEWED	23	3	20	1	7	0	9	1	2	0	0	0	2	1	0	0
Not offered position	20	4	16	2	6	0	7	1	1	0	0	0	2	1	0	0
Offered position	3	0	3				2		1							
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	3	0	3				2		1							

FORM 42A2 Category: **V. Technical/Paraprofessional**

Titles: **All**

Date: **April 30, 2025** Applicant Flow Analysis (hires)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIANH NPI Female	TM	TF	UM	UF	UU
Intra-agency	0	0	0													
Outside agency	0	0	0													
Certified employment list	0	0	0													
Re-employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not offered position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Offered position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Refuse position/Withdrew Candidacy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ACCESSIONS	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0

FORM 42A2 Category: **VI. Skilled Crafts**
Titles: **All**
Date: **April 30, 2025** Applicant Flow Analysis (hires)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIANH NPI Female	TM	TF	UM	UF	UU
Intra-agency	0	0	0													
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	6	5	0	2				0		2		1		1		
TOTAL APPLICANTS	6	5	0	2	0	0	0	0	0	2	0	1	0	1	0	0
TOTAL REJECTED APPLICANTS	0	0	0	0		0		0								
TOTAL QUALIFIED APPLICANTS	6	5	0	2	0	0	0	0	0	2	0	1	0	1	0	0
TOTAL INTERVIEWED	6	5	0	2		0				2		1		1		
Not offered position	5	4	0	1		0				2		1		1		
Offered position	0	0	0	0												
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	1	1	0	1												

FORM 42A2 Category: **VII. Maintenance and Service**
Titles: **Varied**
Date: **April 30, 2025** Applicant Flow Analysis (hires)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	UU
Intra-agency	0	0	0													
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not offered position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Offered position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Refuse position/Withdrew Candidacy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FORM 42A2 Category: **VII. Maintenance and Service**

Titles: **Custodian**

Date: **April 30, 2025** Applicant Flow Analysis (hires)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIAN HNPI Female	TM	TF	UM	UF	UU
Intra-agency	0	0	0													
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	46	30	14	12	2	8	6	4	4	1	1	2	0	3	1	2
TOTAL APPLICANTS	46	30	14	12	2	8	6	4	4	1	1	2	0	3	1	2
TOTAL REJECTED APPLICANTS	31	22	7	10	0	5	3	2	2	0	1	2	0	3	1	2
TOTAL QUALIFIED APPLICANTS	15	8	7	2	2	3	3	2	2	1	0	0	0	0	0	0
TOTAL INTERVIEWED	15	8	7	2	2	3	3	2	2	1	0	0	0	0	0	0
Not offered position	12	6	6	2	1	2	3	1	2	1						
Offered position	3	2	1		1	1		1								
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	3	2	1		1	1		1								

FORM 42A2 Category: **VII. Maintenance and Service**

Titles: **Protective Svcs**

Date: **April 30, 2025** Applicant Flow Analysis (hires)

Applicant Flow Analysis	**Grand Total**	**Total Male**	**Total Female**	**White Male**	**White Female**	**Black Male**	**Black Female**	**Hispanic Male**	**Hispanic Female**	**AAIANHNPI Male**	**AAIANHNPI Female**	**TM**	**TF**	**UM**	**UF**	**UU**
Intra-agency	0	0	0													
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	80	66	14	36	8	15	5	13	1	2		0	0	0	0	0
TOTAL APPLICANTS	80	66	14	36	8	15	5	13	1	2	0	0	0	0	0	0
TOTAL REJECTED APPLICANTS	71	60	11	31	7	14	3	13	1	2						
TOTAL QUALIFIED APPLICANTS	9	6	3	5	1	1	2	0	0	0	0	0	0	0	0	0
TOTAL INTERVIEWED	9	6	3	5	1	1	2									
Not offered position	6	5	1	4		1	1									
Offered position	3	1	2	1	1		1									
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	3	1	2	1	1		1									

FORM 42A2 Category: **I. Executive**
Titles: **All**
Date: **April 30, 2025** Applicant Flow Analysis (promos)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	UU
Intra-agency	1	0	1				1									
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	2	1	1			1			1							
TOTAL APPLICANTS	3	1	2			1	1		1							
TOTAL REJECTED APPLICANTS	0	0	0													
TOTAL QUALIFIED APPLICANTS	0	0	0													
TOTAL INTERVIEWED	3	1	2			1	1		1							
Not offered position	2	1	1			1			1							
Offered position	1	0	1				1									
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	1	0	1				1									

FORM 42A2 Category: **II. Faculty**

Titles: **Professor**

Date: **April 30, 2025** Applicant Flow Analysis (promo)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	UU
Intra-agency	20	7	13	5	9	0	1	0	1	2	2	0	0	0	0	0
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICANTS	20	7	13	5	9	0	1	0	1	2	2	0	0	0	0	0
TOTAL REJECTED APPLICANTS	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
TOTAL QUALIFIED APPLICANTS	20	7	13	5	9	0	1	0	1	2	2	0	0	0	0	0
TOTAL INTERVIEWED***	20	7	13	5	9	0	1	0	1	2	2	0	0	0	0	0
Not offered position	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
Offered position	20	7	13	5	9	0	1	0	1	2	2	0	0	0	0	0
Refuse position/Withdrew Candidacy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ACCESSIONS	20	7	13	5	9	0	1	0	1	2	2	0	0	0	0	0

*** all applicants are interviewed per union contract

FORM 42A2 Category: **II. Faculty**
Titles: **Associate Professor**
Date: **April 30, 2025** Applicant Flow Analysis (promo)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	UU
Intra-agency	11	7	4	5	3	0	0	0		2	1	0	0	0	0	0
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICANTS	11	7	4	5	3	0	0	0	0	2	1	0	0	0	0	0
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL QUALIFIED APPLICANTS	11	7	4	5	3	0	0	0	0	2	1	0	0	0	0	0
TOTAL INTERVIEWED***	11	7	4	5	3	0	0	0	0	2	1	0	0	0	0	0
Not offered position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Offered position	11	7	4	5	3	0	0	0	0	2	1	0	0	0	0	0
Refuse position/Withdrew Candidacy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ACCESSIONS	11	7	4	5	3	0	0	0	0	2	1	0	0	0	0	0

*** all applicants are interviewed per union contract

FORM 42A2 Category: **II. Faculty**

Titles: **Assistant Professor**

Date: **April 30, 2025** Applicant Flow Analysis (Promos)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	U U	
Intra-agency	0	0	0														A
Outside agency	0	0	0														B
Reemployment list	0	0	0														C
Employment list	0	0	0														D
Transfer list	0	0	0														E
Other applicants	0	0	0														F
TOTAL APPLICANTS	0	0	0														G
TOTAL REJECTED APPLICANTS	0	0	0														H
TOTAL QUALIFIED APPLICANTS	0	0	0														I
TOTAL INTERVIEWED	0	0	0														O
***Not offered position	0	0	0														P
* Offered position	0	0	0														Q
Refuse position/Withdrew Candidacy	0	0	0														R
TOTAL ACCESSIONS*	0	0	0														S

FORM 42A2 Category: **II. Faculty**

Titles: **Coaches**

Date: April 30, 2025 Applicant Flow Analysis (promos)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	UU
Intra-agency	0	0	0													
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0													
TOTAL APPLICANTS	0	0	0													
TOTAL REJECTED APPLICANTS	0	0	0													
TOTAL QUALIFIED APPLICANTS	0	0	0													
TOTAL INTERVIEWED	0	0	0													
Not offered position	0	0	0													
Offered position	0	0	0													
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	0	0	0													

FORM 42A2 Category: **III. Professional/Nonfaculty**
Titles: **All**
Date: **April 30, 2025** Applicant Flow Analysis (promos)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	U U
Intra-agency	3	0	3		2	0	0	0	1	0	0	0	0	0	0	0
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	23	10	13	2	8	3	3				1			5	1	
TOTAL APPLICANTS	26	10	16	2	10	3	3	0	1	0	1	0	0	5	1	0
TOTAL REJECTED APPLICANTS	17	8	9	1	7	3	2							4		
TOTAL QUALIFIED APPLICANTS	9	2	7	1	3	0	1	0	1	0	1	0	0	1	1	0
TOTAL INTERVIEWED	9	2	7	1	3		1	0	1	0	1	0	0	1	1	0
Not offered position	6	2	4	1	1		1				1			1	1	
Offered position	3	0	3		2				1							
Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	3	0	3		2				1							

FORM 42A2 Category: **IV. Secretarial/Clerical**

Titles: **Varied**

Date: **April 30, 2025** Applicant Flow Analysis (promos)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	UU
Intra-agency	2	0	2		1		1									
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0													
TOTAL APPLICANTS	0	0	0													
TOTAL REJECTED APPLICANTS	0	0	0													
TOTAL QUALIFIED APPLICANTS	3	1	2	1	2											
TOTAL INTERVIEWED	3	1	2	1	2											
Not offered position	0	0	0													
Offered position	3	1	2	1	2											
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	3	1	2	1	2											

FORM 42A2 Category: **IV. Secretarial/Clerical**

Titles: **sect2**

Date: **April 30, 2025** Applicant Flow Analysis (promos)

Applicant Flow Analysis	**Grand Total**	**Total Male**	**Total Female**	**White Male**	**White Female**	**Black Male**	**Black Female**	**Hispanic Male**	**Hispanic Female**	**AAIANH NPI Male**	**AAIANH NPI Female**	**TM**	**TF**	**UM**	**UF**	**UU**
Intra-agency	0	0	0													
Outside agency	0	0	0													
Certified employment list	0	0	0													
Re-employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0													
TOTAL APPLICANTS	0	0	0													
TOTAL REJECTED APPLICANTS	0	0	0													
TOTAL QUALIFIED APPLICANTS	0	0	0													
TOTAL INTERVIEWED	0	0	0													
Not offered position	0	0	0													
Offered position	0	0	0													
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	0	0	0													

FORM 42A2 Category: **V. Technical/Paraprofessional**

Titles: **All**

Date: **April 30, 2025** Applicant Flow Analysis (promos)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIANH NPI Female	TM	TF	UM	UF	U U
Intra-agency	0	0	0													
Outside agency	0	0	0													
Certified employment list	0	0	0													
Re-employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0													
TOTAL APPLICANTS	0	0	0													
TOTAL REJECTED APPLICANTS	0	0	0													
TOTAL QUALIFIED APPLICANTS	0	0	0													
TOTAL INTERVIEWED	0	0	0													
Not offered position	0	0	0													
Offered position	0	0	0													
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	0	0	0													

FORM 42A2 Category: **VI. Skilled Crafts**
Titles: **All**
Date: **April 30, 2025** Applicant Flow Analysis (promos)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	U U
Intra-agency	1	1	0			1										
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0													
TOTAL APPLICANTS	1	1	0			1										
TOTAL REJECTED APPLICANTS	0	0	0													
TOTAL QUALIFIED APPLICANTS	1	1	0			1										
TOTAL INTERVIEWED	1	1	0			1										
Not offered position	0	0	0			0										
Offered position	1	1	0	0		1										
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	1	1	0	0		1										
*within category						*										

FORM 42A2 Category: **VII. Maintenance and Service**
Titles: **Varied**

Date: **April 30, 2025**

Applicant Flow Analysis (promos)

Applicant Flow Analysis	**Grand Total**	**Total Male**	**Total Female**	**White Male**	**White Female**	**Black Male**	**Black Female**	**Hispanic Male**	**Hispanic Female**	**AAIANHNPI Male**	**AAIANHNPI Female**	**TM**	**TF**	**UM**	**UF**	**UU**
Intra-agency	3	3	0			2		1								
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0													
TOTAL APPLICANTS	3	3	0			2		1								
TOTAL REJECTED APPLICANTS	0	0	0													
TOTAL QUALIFIED APPLICANTS	3	3	0			2		1								
TOTAL INTERVIEWED	3	3	0			2		1								
Not offered position	0	0	0	0		0										
Offered position	3	3	0			2		1								
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	3	3	0			2		1								
* within category				*		*										

FORM 42A2 Category: **VII. Maintenance and Service**

Titles: **Custodians**

Date: **April 30, 2025** Applicant Flow Analysis (promos)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIAN HNPI Male	AAIAN HNPI Female	TM	TF	UM	UF	UU
Intra-agency	0	0	0													
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0													
TOTAL APPLICANTS	0	0	0													
TOTAL REJECTED APPLICANTS	0	0	0													
TOTAL QUALIFIED APPLICANTS	0	0	0													
TOTAL INTERVIEWED	0	0	0													
Not offered position	0	0	0													
Offered position	0	0	0													
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	0	0	0													

FORM 42A2 Category: **Protective Services**

Titles:

Date: **April 30, 2025** Applicant Flow Analysis (promos)

Applicant Flow Analysis	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	TM	TF	UM	UF	UU
Intra-agency	1	1	0	1												
Outside agency	0	0	0													
Reemployment list	0	0	0													
Employment list	0	0	0													
Transfer list	0	0	0													
Other applicants	0	0	0													
TOTAL APPLICANTS	1	1	0	1												
TOTAL REJECTED APPLICANTS	0	0	0													
TOTAL QUALIFIED APPLICANTS	1	1	0	1												
TOTAL INTERVIEWED	0	0	0													
Not offered position	0	0	0													
Offered position	1	1	0	1												
Refuse position/Withdrew Candidacy	0	0	0													
TOTAL ACCESSIONS	1	1	0	1												

FORM 42A3

Category: **I. Executive**

Titles: **All**

April 30, 2025

PERSONNEL EVALUATION ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or more Male	Two or More Female
SERVICE RATINGS													
Excellent	**20**	**9**	**11**	5	8	2	2	1	1	1			
Good	**9**	**5**	**4**	3	3	1	1			1			
Satisfactory													
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 42A3

Category: **II. Faculty**

Titles: **All**

Date: April 30, 2025

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

FORM 42A3

Category: **III. Professional Nonfaculty**

Titles: **All**

Date: **April 30, 2025**

PERSONNEL EVALUATION ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or more Male	Two or More Female
SERVICE RATINGS													
Excellent	**65**	**25**	**40**	20	29	5	3		4		4		
Good	**74**	**36**	**38**	26	28	5	7	2	2	3	1		
Satisfactory	**11**	**7**	**4**	5	2				2	1		1	
Poor	**0**	**0**	**0**										
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 42A3

Category: **IV. Secretarial/Clerical**

Titles: **All**

Date: **April 30, 2025**

PERSONNEL EVALUATION ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or more Male	Two or More Female
SERVICE RATINGS													
Excellent	**27**	**2**	**25**	2	13		7		4		1		
Good	**38**	**3**	**35**	2	20	1	10		5				
Satisfactory	**0**	**0**	**0**										
Poor	**1**	**0**	**1**				1						
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 42A3

Category: **V. Technical / Paraprofessional**

Titles: **All**

Date: **April 30, 2025**

PERSONNEL EVALUATION ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or more Male	Two or More Female
SERVICE RATINGS													
Excellent	**2**	**0**	**2**		1						1		
Good	**1**	**0**	**1**		1								
Satisfactory	**1**	**1**	**0**					1					
Poor	**0**	**0**	**0**										
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 42A3

Category: **VI. Skilled Crafts**

Titles: **All**

Date: **April 30, 2025**

PERSONNEL EVALUATION ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or more Male	Two or More Female
SERVICE RATINGS													
Excellent	**10**	**10**	**0**	9				1					
Good	**19**	**19**	**0**	13		4		1		1			
Satisfactory	**0**	**0**	**0**										
Poor	**0**	**0**	**0**										
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 42A3 Category: **VII. Maintenance**

Titles: **All**

Date: **April 30, 2025**

PERSONNEL EVALUATION ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or more Male	Two or More Female
SERVICE RATINGS													
Excellent	**16**	**12**	**4**	3		6	3	3	1				
Good	**57**	**37**	**20**	14	3	19	12	4	5				
Satisfactory	**11**	**9**	**2**	2	1	6		1	1				
Poor	**0**	**0**	**0**										
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

FORM 42A3

Category: **VII. Protective Services**

Titles: **All**

Date: **April 30, 2025**

PERSONNEL EVALUATION ANALYSIS	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Two or more Male	Two or More Female
SERVICE RATINGS													
Excellent	**9**	**7**	**2**	6	2			1					
Good	**14**	**10**	**4**	4	3	3	1	3					
Satisfactory	**0**	**0**	**0**										
Poor													
REPRIMANDS													
SUSPENSIONS													
DEMOTIONS													
Within Occupational Category													
Lower Occupational Category													
TRANSFERS													
Intra-Agency													
Outside Agency													

10. Identification of Problem Areas
Section 46a-68-87

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

(1) Employment Applications:
For all positions in the executive, faculty, and professional/non-faculty categories, candidates apply by sending a resume, cover letter, and letters of reference. 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.

The Department of Administrative Services recruitment process is currently a paperless Online Employment Center and this is used for all classified positions.
https://www.jobapscloud.com/CT/sup/bulpreview.asp?R1=AF&R2=010101&R3=000

No problems have been identified with this aspect of the employment process.

(2) Job Qualifications
Recruitment for professional positions at the University is difficult because specific and targeted qualifications are required. The educational expectation for the executive and faculty levels is usually a doctorate or comparable degree. Careful reference and background checks are also conducted.

Faculty departments at Southern must hire people with doctorates or ABDs to meet University criteria for promotion, tenure and accreditation standards. Also, search committees for faculty positions usually seek candidates with college level teaching experience and a record of scholarship in a particular field. Setting high levels of educational and experiential qualifications may limit the number of minority and female candidates.

The Professional Non-Faculty category, positions consist mainly of administrative faculty members in ranks of Administrator I through Administrator VI. The job qualifications for each administrative faculty position are set out in a job description reviewed by the State University Organization of Administrative Faculty (SUOAF/AFSCME) union and management. All positions require a minimum of a Bachelor's degree, with many positions requiring a Master's degree and several years of relevant administrative experience. For some positions a Doctorate is preferred. Recruitment and hiring of females and minorities in this category has been successful at this University over the last several years.

Job qualifications and specifications are set by the State of Connecticut, Department of Administrative Services for classified clerical/secretarial, technical, skilled craft and service maintenance positions. During this employment period, there were several classified hires.

Candidates from layoff lists continue to have priority over other candidates for some classified positions due to union contracts and state personnel regulations.

Supervisors are usually not willing to downgrade positions because the jobs require a high level of skill to perform the essential job functions. Usually, the person is the only support staff person in the office or department. Also, the Administrative Assistant position must report to a department Director, Dean or Vice President.

The Skilled Craft-Worker job qualifications are stringent but necessary and may require licenses or certifications. Also, salary rates are not competitive in the local labor market; thus, the applicant pools continue to be small.

In the Service Maintenance and Protective Service areas, job qualifications are not a problem. Recruitment and hiring for protective service positions is usually at the entry level. Applicants are mostly hired as Protective Services Trainees and eventually promoted to Police Officer. This provides a greater opportunity for applicants of protected classes to apply.

No problems have been identified with this aspect of the employment process.

(3) Recruitment Practices:
Southern continues to expand its recruitment efforts: Search committees extend searches when necessary and members engage in extensive personal recruitment. The University advertises in local, state and national publications. Minority recruitment sources and news sources are also used. However, the Technical Paraprofessional and Skilled Craft Worker categories continue to be problem areas for recruitment because wages are low in these areas compared to the private sector.

No problems have been identified with this aspect of the employment process.

(4) Personnel Policies:
Southern's personnel policies do not impede or prevent the full participation of protected race and sex group members from employment.

No problem area has been identified with the University's Personnel Policies.

(5) Orientation:
New faculty members attend an orientation session at the start of the academic year sponsored by the Office of Faculty Development. Mentors assist new faculty in their first-year adjustment to the University. The Human Resources Office provides a full-day Orientation Program for all new employees throughout the year.

No problems have been identified with this aspect of the employment process.

(6) Training:
Employees are encouraged to participate in training programs which will assist in professional growth. The University departments make available funds for employees to attend professional conferences and In-Service Training offered by the Department of Administrative Services. In addition, the Office of Human Resources provides training on a variety of topics including supervisory training, worker-compensation, Ethics, and the Americans with Disabilities Act (ADA). Many employees are eligible for tuition reimbursement and tuition waivers through their collective bargaining agreements.

No problems have been identified with Training offered at the University.

(7) Counseling:
Career counseling is available in the Human Resources Office, the Office of Diversity and Equity Programs and the Career Services Office. For personal counseling the University has an effective Employee Assistance Program (EAP) where employees are referred to take advantage of this type of counseling to assist with their concerns and private matters. Many employees take advantage of the Employee Assistance Program (EAP) and supervisors can also refer employees when necessary.

No problems have been identified with counseling that is available to staff.

(8) Discrimination Complaint Process:
All employees have access to the University's Grievance Procedures either through their collective bargaining agreements or the Connecticut State Colleges and Universities (CSCU) Personnel Policies. All employees are covered by the University policies on Sexual Harassment and Nondiscrimination, the Affirmative Action Policy, and by the Policy on Persons with Disabilities. (See Complaint Procedures in the Grievance Section).

No problems have been identified with this aspect of the Discrimination Complaint Process.

(9) Evaluation:
Evaluations are covered by collective bargaining agreements. In addition, they are reviewed by the Chief Human Resources Officer or the Human Resources Administrators. Human Resources have worked with the managers and supervisors and provided technical assistance with completing evaluation forms during the reporting period.

No problems have been identified with this aspect of the Evaluations of staff.

(10) Layoffs:
No layoffs occurred during this reported period.

(11) Termination:
Employee matters are usually worked out in the grievance process. Termination occurs only when the employees' work performance warrants such a step, or through normal attrition.

No problems have been identified with this aspect of the employment process.

(b) Itemization List for Problem Areas:
Itemization of all non-quantifiable elements of the employment process identified as problems areas:
(1) Employment applications: This has not been identified as a problem area.

(2) Job qualifications:

A. Substantial level of qualifications required for executive, faculty, administrative, technical paraprofessional, and skilled crafts positions.
B. Ph.D. or equivalent required for executive and faculty.
C. Skilled craft-workers' salaries are not competitive with the labor market. Positions are being phased through normal attrition and will eventually be contracted with outside vendors. Some positions in the Technical/Paraprofessional occupational category have problems filling because salaries are not competitive in the private sector.

(3) Recruitment Practices:
A. Recruitment methods are consistently changing and SCSU continues to expand recruitment resources. Recruiting classified positions in the skilled craft and technical paraprofessional categories continues to be difficult to attract qualified applicants because of low salary ranges.

(4) Personnel Policies:
A. This has not been identified as a problem area.

(5) Orientation:
A. This has not been identified as a problem area.

(6) Training:
A. This has not been identified as a problem area.

(7) Counseling:
A. Employees may experience personal or problems with co-workers at any part of their employment. Human Resources serves as a resource for labor-related issues, and the Employee Assistance Program (EAP) is available to all employees.

(8) Discrimination Complaint Process:
A. This has not been identified as a problem area.

(9) Evaluation: Continuing to improve this area. The response rate for managers completing these forms continued to improve due to the one-on-one training sessions facilitated by the Human Resources Office. This area will continue to be a focus of the Human Resources Office and staff will continue to provide training to new supervisors or managers.

(10) Layoffs:

A. This has not been identified as a problem area.

(11) Termination:

A. This has not been identified as a problem area.

(c) Southern has examined all aspects of the employment process itemized in subsection (a) of this section and has not identified any employment policy or practice that impedes or prevents the full and fair participation of individuals with disabilities and older persons in the workforce.

11. Program Goals
Section 46a-68-88

PROGRAM GOALS AND TIMETABLES
Sec. 46a-68-88

The University did not identify any employment policy or practice that adversely affects any protected group candidates, or practice having an adverse impact upon individuals with disabilities or older persons. The University will continue to look critically at its employment practices and if disparities occur, the University will initiate goals to remove such impacts and improve the processes.

In an effort to ensure (1) the promotion of equal opportunity and achieve a workplace free of discrimination; (2) opportunities for all qualified applicants including underutilized groups (3) the utilization of fair and nondiscriminatory recruitment and selection process; and (4) that career development opportunities are available to all interested and qualified employees including minorities and women, Program goals have been set. The University has elected to set program goals for employment practices that were not identified as having adverse impact pursuant to section 46a-68-87 of the Regulations of Connecticut State Agencies.

The Goals for the Plan year are designed to encourage educational and professional training and promotion of a harassment free environment.

Goal 1: Enhance Recruitment and Equitable Hiring
The Office of Diversity & Equity Programs, in partnership with Human Resources, will implement a new online recruiting platform to modernize and strengthen the hiring process. A revised hiring manual will be developed to reflect current processes and procedures, including step-by-step guidance for search committees, updated search forms, expanded diverse recruitment resources, interviewing best practices, and a comprehensive applicant review process. The updated manual will be published online as a resource for all faculty and staff, and campus-wide training will be provided to ensure consistent application of the new system.

Completion Date: May 2026
Responsible Persons: Staff from the Division of DEI and Human Resources

Goal 2: The Office of Diversity & Equity Programs, in collaboration with Human Resources, will develop and implement a comprehensive professional development program for faculty and staff. The program will include workshops, online learning modules, and resources focused on leadership development, inclusive workplace culture, effective teaching and advising strategies, and workplace skills. A calendar of offerings will be made available online for ongoing access, and participation will be encouraged across all departments.

Campus-wide training sessions will be conducted to ensure faculty and staff have the tools and support needed to enhance professional growth and advance student success.

Completion Date: May 2026
Responsible Persons: Staff from the Division of DEI and Human Resources

12. Discrimination Complaint Process
Section 46a-68-89

DISCRIMINATION COMPLAI
INTERNAL MATTERS PENDI

COMPLAINANT RACE/SEX	DATE FILED*	Type	Accused
White Female	06/04/24	Internal	Student/Staff
Female	2/24/2025	CHRO/EEOC	Staff
Female	4/23/25	EEOC	Staff

NT LOG SOUTHERN CONNECTICUT STATE UNIVERSITY
NG BETWEEN MAY 1, 2024 TO APRIL 30, 2025

RESPONDENT	BASIS CLAIMED
White Male	Race, gender and religious harassment
SCSU	Discrimination, sexual harassment, retaliation
SCSU	Discrimination, retaliation, sexual harassment

FINDING	LENGTH OF TIME TO RESOLVE
No violation found	65
Remains pending	N/A
EEOC respondent portal says charge is currently being investigated by Connecticut Commission on Human Rights and Opportunities. We have not yet been served with a CHRO complaint.	N/A

DATE CLOSED
08/08/24
N/A
N/A

Southern Connecticut State University

Office of Diversity & Equity Programs

Complaint Packet

2024-2025

Introduction

Welcome to the Office of Diversity and Equity Programs. Enclosed please find the information needed to process a complaint alleging discrimination with the Office of Diversity and Equity Programs.

Please read your Rights and Responsibilities, the Discrimination and Sexual Harassment Prevention Policy and the Procedures for Discrimination and Harassment Complaints.

The complaint form is also enclosed. You may type your complaint on the form by accessing it from the website at http://www.southernct.edu/diversityequity/forms/ or submit it in writing to the Office of Diversity and Equity Programs with any supporting documentation.

Once your complaint has been received, a copy of the complaint will be forward to the respondent in accordance with collective bargaining agreements.

DISCRIMINATION AND SEXUAL HARRASSMENT COMPLAINT INVESTIGATIONS

RIGHTS AND RESPONSIBILITIES

It is the goal of the University and the Office of Diversity & Equity Programs to: Ensure that the rights of the complainant are protected. Ensure that the University takes steps to eliminate the discriminating practice, if a complaint is found to be legitimate. Ensure that the complainant is offered the opportunity to carry the complaint to the extent allowed by law in order to effectuate a resolution.

Complaint Procedure: The complaint procedure is outlined in the following pages and is available to any employee, student, or aggrieved person who feels that he or she has been discriminated against based on actual or perceived age; ancestry; color; gender identity or expression; genetic information and/or family medical history; intellectual disability, learning disability; parental, family or marital status; past or present history of a mental disability; physical disability, pregnancy or related conditions; race or national origin, religion or creed; sex, sexual orientation; veteran or military status; arrest and/or criminal conviction status (in state employment), lawful source of income, citizenship or immigration status, status as a victim of domestic violence, human trafficking and sexual assault victims, workplace hazards to reproductive systems, or any protected characteristic, including protections for those opposing discrimination or participating in any grievance process within the institution. Complainant(s) are encouraged to file as soon as possible following the alleged discriminatory act. The internal complaint shall be resolved within ninety (90) days .

Confidentiality: All complaint investigations and pertinent written materials will be kept confidential and no complainant will be retaliated against for exercising his or her options under this section. Filing time-frames are not to exceed ninety days from the date of the incident or the date of resolution. Training in counseling and in complaint investigations will be provided by the Director of Diversity and Equity Programs. Additionally, confidential counseling will be available to any employee, student or aggrieved person who grieves discrimination.

All records and complaints relative to discrimination will be confidentially maintained by the Director of Diversity and Equity Programs and reviewed periodically to check for patterns or frequency of prohibited employment practices that bar full and fair participation of protected race group members. Disclosure of such records will be only as required by law.

Retaliation: Ensure the complainant that no retaliation will be inflicted upon him or her because he or she has opposed any unlawful employment practices or has made charges, testified, or participated in any actions under Title VII, IX or other State or Federal laws or regulations. To retaliate in any way is considered a separate violation of the law.

External Complaint Sources: Advise of legal options to file complaints with the Connecticut Commission on Human Rights and Opportunities (CHRO), the United States Equal Employment Opportunity Commission (EEOC), The United States Department of Labor/Wages and Hour Division, any other agencies/state, federal, or local/that enforce laws concerning discrimination in employment. Time-line for filing with CHRO is 300 days, and for filing with the United States Equal Opportunity Commission (EEOC) is 300 days, contingent upon the individual's having filed with CHRO within its 180 filing period. Students may file with the Office of Civil Rights (OCR), U.S. Department of Education (DOE), 9th floor, 33 Arch street, Boston MA 02110, Phone: (617) 289-0111, Fax: (617) 289-0510, E-mail:OCR.boston@ed.gov.

I have read the above information regarding my rights and understand that it is my responsibility to cooperate fully during the investigation, to maintain confidentiality, and to file a separate complaint if I believe that I have been discriminated against or retaliated against because of my participation in or cooperation with this investigation.

Complainant's/Respondent's Signature_____ Date_____

Filing a False Complaint

Any member of the University community who knowingly files a false complaint of discrimination or harassment, or who knowingly provides false information to or intentionally misleads any University official who is investigating a complaint, is subject to disciplinary action.

DISCRIMINATION COMPLAINT FORM

COMPLAINANT'S NAME:_____

CAMPUS ADDRESS:_____

TELEPHONE NUMBER WHERE COMPLAINANT CAN BE REACHED:
_____

BASIS OF DISCRIMINATION: (e.g. race, color, sex, etc.)_____

_____

RESPONDENT (S): _____

STATEMENT OF COMPLAINT:
_____

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

SIGNATURE OF COMPLAINT: _____

DATE: _____

(ATTACH SUPPORTING DOCUMENTATION)

Appendix A

SOUTHERN CONNECTICUT STATE UNIVERSITY

OFFICE OF DIVERSITY & EQUITY PROGRAMS DECISION

Notice to complainant and respondent to include:

In the matter of:_____

Date of decision:_____

Basis of the complaint:_____

Findings of fact:_____

Decision:_____

Recommendation (if applicable):_____

Contact information of the investigator:_____

Signature of the Director of Diversity & Equity Programs:_____

Date of notification:_____

Appendix B

SOUTHERN CONNECTICUT STATE UNIVERSITY

APPEAL FORM

OFFICE OF DIVERSITY & EQUITY PROGRAMS

INVESTIGATOR'S DECISION

Name of person filing appeal:_____

Home address:_____

Campus Address:_____

Telephone number:_____

Procedures violated during processing of complaint and/or errors claimed to have been made in Diversity & Equity Programs Investigator's decision:_____

_____

_____

Signature:_____

Date:_____

(Attach supporting documentation)

Appendix C

APPENDIX D

NAMES AND ADDRESSES OF UNIVERSITY OFFICIALS

Office of Diversity & Equity Programs
Paula Rice
Director of Diversity & Equity Programs
(203) 392-5899
ricep1@southernct.edu

Athletics
Terrence Jones
Director of Athletics
(203) 392-6045
Moore Field House
jonest66@southernct.edu

Office of the Dean of Student Affairs
Dr. Jules Tetreault
Associate VP and Dean of Student Affairs
Engleman Hall A106
tetreaultj4@southernct.edu

Human Resources
Director
Wintergreen Building
(203) 392-5405 voice

University Student Counseling Services
(203) 392-25475 voice
(203) 392-25478 fax
Engleman Hall B 219

University Victim Advocate
203-392-6946 voice
203 392-5867 fax

University Campus Police
10 Wintergreen Avenue, Granoff Hall
(203) 392-5375

NOTIFICATION OF COMPLAINT INVESTIGATION

The Office of Diversity and Equity Programs received a complaint alleging discrimination/harassment. You are named as a respondent to this complaint. This office is responsible for conducting an investigation of any complaints alleging discrimination to determine whether there has been a violation of the University's policy.

In accordance with Public Act 03-151 codified in the CGS 46a-68(b) sections (4) (A-C):

(4) Each person designated by a state agency, department, board or commission as an affirmative action officer shall

(A) be responsible for mitigating any discriminatory conduct within the agency, department, board or commission,

(B) investigate all complaints of discrimination made against the state agency, department, board or commission,

(C) report all findings and recommendations upon the conclusion of an investigation to the commissioner or director of the state agency, department, board or commission for proper action.

If you are a member of a bargaining unit, you have the right to have a union representative present during this interview. A copy of the complaint is attached and your Rights and Responsibilities are attached. The University's anti-discrimination policies and complaint procedures are available at: Diversity Policies and Procedures | Southern Connecticut State University

If there are questions or concerns, you may reach me at (203) 392-5568 ricep1@southernct.edu. Thank you for your cooperation in this matter.

Paula Rice
Director of Diversity & Equity Programs & Title IX Coordinator
Office of Diversity and Equity Programs

CONNECTICUT STATE COLLEGES & UNIVERSITIES

INTERIM CONNECTICUT STATE COLLEGES AND UNIVERSITIES RESOLUTION PROCESS PROCEDURE FOR BOR POLICY 4-13 INTERIM DISCRIMINATORY HARASSMENT, NONDISCRIMINATION, AND TITLE IX POLICY

Effective Date: January 17, 2025

Table of Contents

General Provisions 2

Timeline 3

Standard of Evidence 4

Review of Evidence 4

Initial Review 5

Dismissal 5

Informal Resolution 6

Notice of Allegations 6

Investigation 6

Hearing 7

Determination of Responsibility 7

Review of Transcript or Recording 8

Response to Decision and Appeal Process 8

Recordkeeping 9

I. GENERAL PROVISIONS

This procedure generally applies to all allegations of potential violations of CSCU Board of Regents Policy 4-13 *INTERIM DISCRIMINATORY HARASSMENT, NONDISCRIMINATION, AND TITLE IX POLICY* where a report or Complaint is received on, or after, January 9, 2025.[1] The Interim Connecticut State Colleges and Universities Resolution Process Procedure for Title IX Sexual Harassment will apply to any potential violations that could constitute Title IX Sexual Harassment that are alleged to have occurred after August 13, 2020. CSCU is solely responsible for determining the applicability of this procedure to any potential violations of Policy 4-13.

CSCU will treat Complainants and Respondents equitably throughout the process. CSCU will presume that a Respondent is not responsible for a potential violation of Policy 4-13 or any other alleged misconduct until a determination regarding responsibility is made at the conclusion of this procedure.

CSCU requires that any Title IX/Equity Coordinator, investigator, informal resolution facilitator, or decision-maker not have a conflict of interest or bias for or against complainants or respondents generally or an individual Complainant or Respondent.

Parties involved in matters under this procedure may be accompanied by one advisor of their choice (which may be a union representative or attorney) to any meeting or proceeding. CSCU will not assign an advisor for the purposes of proceedings under this procedure. If a party chooses to have an advisor, the party should provide CSCU with the advisor's contact information for the purpose of scheduling. The advisor may act as a support person for their party, assist the party in navigating the process, and help formulate questions for the hearing. The advisor may not participate in lieu of the party in any capacity. An advisor must maintain respectful and professional decorum in all proceedings; failure by an advisor to do so may result in CSCU excluding the advisor from participation. CSCU maintains discretion to determine whether exclusion of an advisor is warranted.

CSCU may offer supportive measures as appropriate and reasonably available to a party after a report has been made. Supportive measures are non-disciplinary, non-punitive individualized services, without fee or charge to the party, and can include no contact directives, consistent with Policy 4-13. Supportive measures are designed to restore or preserve equal access to CSCU's Education Program and Activity, including measures

[1] A Complaint is an oral or written report with an accompanying request that CSCU investigate the potential Policy violation.

designed to protect the safety of all parties or the CSCU's educational environment or deter additional potential violations of Policy 4-13.

CSCU may remove a student Respondent from the CSCU Educational Program and Activity on an emergency basis, provided that the CSCU undertakes an individualized safety and risk analysis to determine whether an immediate threat to the health or safety of any student or any other individual arises from the potential violation of Policy 4-13. CSCU must provide the Respondent with notice and an opportunity to challenge the removal decision immediately following the removal. CSCU may place an employee Respondent on administrative leave from the CSCU Educational Program and Activity consistent with applicable CSCU policies and applicable bargaining agreements. CSCU will make appropriate arrangements to ensure that individuals with disabilities and individuals with limited English proficiency are provided auxiliary aids and services or language assistance services, respectively, if needed to participate in this procedure. Such arrangements may include, but are not limited to, providing qualified interpreters, or assuring a barrier-free location for the proceedings.

CSCU will take reasonable steps to protect the privacy of the parties and witnesses during its grievance procedures. These steps will not restrict the ability of the parties to obtain and present evidence, including by speaking to witnesses; consult with their family members, confidential resources, or advisors; or otherwise prepare for or participate in the grievance procedures. The parties cannot engage in retaliation, including against witnesses.

While the process under this procedure is private, it is not confidential. CSCU may provide notice of the outcome or other information pertaining to matters addressed under this procedure to individuals or offices with a need to know the information, consistent with applicable laws.

If there is a determination that a violation of Policy 4-13 occurred, CSCU may impose appropriate disciplinary sanctions, up to, and including, separation from the institution, consistent with any applicable collective bargaining agreement. CSCU, as appropriate, will provide remedies to restore access to CSCU's employment or education program or activity.

II. TIMELINE

CSCU is committed to the prompt and thorough resolution of complaints under Policy 4-13. As such, CSCU will complete an *initial review* of all reports within ten (10) business days of receipt. The *fact gathering* will be completed within forty (40) business days of the conclusion of the initial review, and the hearing will be scheduled within twenty (20) business days of the conclusion of the fact gathering. Parties will receive *written notice of outcome* within ten (10) business days of the hearing.

This procedure allows for reasonable extensions of timeframes on a case-by-case basis for good cause, which includes but is not limited to: investigations where additional time is necessary to ensure the integrity and completeness of the investigation; to comply with a request by law enforcement for temporary delay to gather evidence for a criminal investigation; to accommodate the availability of parties and/or witnesses; to account for University/College breaks or vacations; to account for complexities of a case, including the number of witnesses and volume of information provided by the parties; or for other legitimate reasons. Parties will receive written notice, including rationale, for any significant departure from the prescribed timeline.

III. STANDARD OF EVIDENCE

All determinations will be based on the *preponderance of evidence* standard, meaning the evidence must demonstrate that it is more likely than not that the incident occurred as alleged. Decision-maker(s) must evaluate relevant and not otherwise impermissible evidence for its persuasiveness. If the decision-maker(s) is not persuaded by the evidence that a violation of Policy 4-13 occurred, whatever the quantity of the evidence is, the decision-maker(s) will not determine that a violation occurred.

IV. REVIEW OF EVIDENCE

Relevant evidence is evidence that has some value or tendency to prove a matter of fact significant to the case. Relevant evidence may pertain to a party or witness's credibility.

Parties will be provided with equal opportunity to present evidence during this procedure. Additionally, CSCU will take reasonable steps to obtain relevant evidence which may not be in the parties' control. The decision-maker will objectively evaluate all evidence that is relevant and not otherwise impermissible, including both inculpatory and exculpatory evidence. Credibility determinations will not be based on a person's status as a Complainant, Respondent, or witness.

The following types of evidence, and questions seeking that evidence, are impermissible (i.e., will not be accessed or considered by CSCU in connection with its investigation, except as may be necessary to determine whether one of the exceptions listed below applies; will not be disclosed; and will not otherwise be used), regardless of whether they are relevant:

- Evidence that is protected under a privilege recognized by federal or state law or evidence provided to a confidential employee, unless the person to whom the privilege or confidentiality is owed has voluntarily waived the privilege or confidentiality;

- A party's or witness's records that are made or maintained by a physician, psychologist, or other recognized professional or paraprofessional in connection with the provision of treatment to the party or witness, unless CSCU obtains that party's or witness's voluntary, written consent for use in this procedure; and
- Evidence that relates to the Complainant's sexual predisposition or prior sexual behavior, unless evidence about the Complainant's prior sexual behavior is offered to prove that someone other than the Respondent committed the alleged conduct or is evidence about specific incidents of the Complainant's prior sexual behavior with the respondent that is offered to prove consent to the alleged violation of Policy 4-13. The fact of prior consensual sexual conduct between the parties does not by itself demonstrate or imply the Complainant's consent to the alleged sexual contact or preclude determination that a violation of Policy 4-13 occurred.

V. INITIAL REVIEW

Upon receipt of a report of a potential violation, CSCU will evaluate the report to determine whether the potential violation falls within Policy 4-13. A Complainant may make a Complaint (oral or written) in which the Complainant indicates their request that CSCU undertake an investigation under this procedure. The Title IX/Equity Coordinator may also make a Complaint under this procedure.

Where the potential violation does not fall under Policy 4-13, but may constitute behaviors prohibited by other CSCU policies, CSCU will promptly refer the matter to the appropriate authority and notify the impacted party of the referral in writing.

VI. DISMISSAL

CSCU may dismiss a Complaint, in part or whole at any point in the investigation or hearing, if:

- the conduct would not constitute a violation of Policy 4-13, even if proved;
- the conduct did not occur within CSCU's Education Program or Activity;
- a Complainant withdraws, in writing, the Complaint, or any allegations therein;
- the Respondent is no longer enrolled or employed by CSCU; or
- specific circumstances prevent CSCU from gathering evidence sufficient to reach a determination as to the Complaint or allegations therein

If CSCU dismisses a Complaint, in part or whole, CSCU will notify the relevant parties in writing.

VII. INFORMAL RESOLUTION

Where appropriate and available, CSCU may offer the parties the option to engage in an informal resolution of either a report or Complaint. There is no expectation that parties elect to participate in the informal resolution process. Further, both parties must agree to engage in the process prior to initiation. Parties may decide to withdraw from the informal resolution process at any time prior to a final resolution, and based on the facts and circumstances, the matter may return to the grievance process described by these procedures. An informal resolution is binding on the parties and is considered a final resolution to the matter.

VII. NOTICE OF ALLEGATIONS

Following a Complaint, CSCU will provide a written Notice of Allegations to the Complainant (if applicable) and the Respondent(s) regarding the allegations and containing information about this procedure. If, during the investigation, CSCU receives information of additional allegations concerning the Respondent(s), CSCU may supplement the Notice of Allegations, or may address the additional allegations through a separate process under the applicable procedures. CSCU may consolidate Complaints as to allegations of Policy 4-13 against more than one Respondent, or by more than one Complainant against one or more Respondents, or by one party against the other party, where the allegations of Policy 4-13 arise out of the same facts or circumstances. CSCU may also consolidate reports and complaints under this procedure to investigate and adjudicate any potential violation of any other applicable CSCU policy arising out of the same facts or circumstances.

VIII. INVESTIGATION

When CSCU receives a Complaint that is not otherwise subject to a dismissal or resolved using an informal resolution, CSCU will initiate an investigation.

After providing the Notice of Allegations, CSCU will conduct an adequate, reliable, and impartial investigation into the Complaint. The burden is on CSCU– not the parties- to conduct an investigation that gathers sufficient evidence to determine whether a violation of Policy 4-13 occurred. As such, CSCU maintains full authority to determine whether certain evidence or witnesses are necessary to conduct a thorough investigation.

CSCU will provide a party whose participation is invited or expected, written notice of the date, time, location, participants, and purpose of all meetings or proceedings with sufficient time for the party to prepare to participate. CSCU will provide equal opportunity for parties to present information, both inculpatory and exculpatory, and recommend fact witnesses. On a case-by-case basis, CSCU may allow for parties to present expert witnesses equally.

At the conclusion of the fact gathering, CSCU will provide at least ten (10) days for the parties to review all relevant and not otherwise impermissible evidence, to which the parties may submit a written response for consideration by the decision-maker(s). During the same period, parties will be given the opportunity to submit questions, in writing, to the decision-maker(s), which the decision-maker(s) will review for relevancy prior to the hearing. The decision-maker will explain to the submitting party any decisions to exclude questions based on relevance, impermissibility, lack of clarity, or harassment of another party. Parties will be given a reasonable opportunity to clarify or revise the excluded question(s) prior to the hearing.

IX. HEARING

At the conclusion of the fact gathering, CSCU will schedule an administrative hearing which will be held by a decision-maker(s) who will be either a single hearing officer or a hearing panel, at the discretion of CSCU. The parties, the decision-maker(s), and, where applicable, the parties' advisors will be invited. Further, witnesses may be invited to participate in the hearing if the decision-maker(s) and/or the parties have relevant questions for the witness(es). The hearing will be recorded or transcribed for review purposes and will be available to parties, if necessary, for appeal purposes.

At the hearing, the decision-maker(s) will ask all relevant questions, including their own questions and questions submitted by the parties. No party or advisor will be permitted to directly question any party or witness. After the initial round of questions, the decision-maker(s) will suspend the hearing for at least fifteen (15) minutes for the parties to consider and submit any follow-up questions in writing to the decision-maker(s). The decision-maker(s) will reconvene the hearing and ask all relevant follow-up questions to the appropriate parties.

Any party, advisor, or witness present at the hearing may be removed from the hearing for engaging in disruptive or harmful behavior.

The decision-maker(s) may consider a party's level of participation in the hearing process in their determination, but a finding that a party engaged in prohibited conduct under Policy 4-13 may not be solely based on a party's refusal to attend or participate in the hearing or answer specific questions.

X. DETERMINATION OF RESPONSIBILITY

Following the hearing, the decision-maker(s) will review evidence consistent with this procedure and determine whether a policy violation occurred. Within ten (10) business days, the decision-maker(s) will issue a *written notice of outcome* to the parties simultaneously. The notice of outcome will include:

- a description of the allegations;
- a description of the procedural steps taken from the receipt of the Complaint through the determination;
- information about the relevant policies and procedure;
- the decision-maker's evaluation of the relevant and not otherwise impermissible evidence;
- policy determination(s);
- information on sanctions, referrals, and remedies; and
- information on how to appeal the outcome.

Consistent with state law, the decision-maker(s) will also notify the Chancellor or appropriate president, and any other individual or office, such as Labor Relations, that may need to know the information.

Determinations of responsibility become final upon the outcome of appeal or the expiration of the appeal period.

XI. REVIEW OF TRANSCRIPT OR RECORDING

Either the recording or transcript of the hearing will be available for review by the Parties unless there are any extenuating circumstances. The record/transcript of the hearing will not be provided to Parties or advisors.

XII. RESPONSE TO DECISION AND APPEAL PROCESS

Within ten (10) business days of receipt of the written notice of outcome or dismissal, parties may submit a written response to the record and/or appeal on the following bases:

- Procedural irregularity that affected the outcome of the matter;
- New evidence that was not reasonably available at the time of outcome, that could affect the outcome of the matter; and
- The Title IX/Equity Coordinator, investigator(s), or decision-maker(s) had a conflict of interest or bias for or against Complainants or Respondents generally or the individual Complainant or Respondent that affected the outcome of the matter.

If a timely appeal is received by any party, CSCU will notify the parties in writing and allow for a written response to the appeal within five (5) business days. After the parties are notified, CSCU will appoint an appeal officer or panel to review the appeal. The appeal officer or panel will not have acted as the investigator(s), decision-maker(s), or Title IX/Equity Coordinator in the matter.

After reviewing the appeal and any relevant evidence, the appeal officer or panel will provide written notice to the parties describing the outcome and any necessary remedies, up to and including re-opening the investigation.

XIII. RECORDKEEPING

CSCU will maintain records of all proceedings under this procedure for a minimum of seven years, consistent with federal and state law. Such records will be shared pursuant to this procedure and may be disclosed to others with a need to know the information or pursuant to state or federal law or regulations.

13. Goals Analysis
Section 46a-68-90

GOALS ANALYSIS

Hiring Goal Achievement

For all executive level positions, advertisements were placed in the *Chronicle of Higher Education, Diverse Issues in Higher Education and Hispanic Outlook in Higher Education.* Ads were placed in relevant professional websites, list servs and journals. Position announcements were placed on the Southern Connecticut State University's and the Connecticut State Colleges and Universities (CSCU) websites and sent to female and diverse minority recruitment lists.

Category 1 - Executive Management
Hiring Goals: 1WM, 2WF, 1 AAIANHNPI F
Hires: 5 (1WM, 2WF, 1BM, 1BF)

1. Dean, College of Education **1 WM**

This appointment achieved a hiring goal.

Qualifications: A doctoral degree in education relevant to roles and responsibilities of the position; At least five years of leadership experience in a program of education within an accredited university or college; Demonstrated commitment to shared governance; Demonstrated commitment to diversity, equity, inclusion, and access; Experience developing partnerships with university, K-12 institutions which lead to academic improvements among K-12 students; Demonstrated success writing grants and managing federal grants; and Experience working with urban school environments.

Preferred Qualifications: Fund-raising experience

Applicants: 6
Two (2) White males, two (2) White females, **one (1) AAIANHNPI female** and one (1) Two or more races' female.

Applicants Rejected: 0

Interviewed: 6
Two (2) White males, two (2) White females, **one (1) AAIANHNPI female** and one (1) Two or more races' female.

The selected goal candidate (WM) With a deep commitment to the well-being of children, families, and the professionals who serve them, he brings over three decades of experience in public education. His distinguished career includes 16 years at the PreK-12 level, where he served as a school counselor, assistant principal, and principal in the Duxbury (Mass.) Public Schools, followed by 12 years in higher education—five at Arkansas Tech University and the past seven at Southern. He holds a B.A. in political science from Colorado State University, as well as an M.A. in counseling psychology and an M.Ed. and a Ph.D. in educational leadership from Boston College. He is also a proud alumnus of VISTA (Volunteers in Service to America). In addition to his academic and professional achievements, he serves on the board of directors for Connecticut CASA, an organization that recruits and trains volunteers to be court-appointed special advocates for children and adolescents in the foster care system. Since 2021, he has co-chaired the Connecticut General Assembly's Task Force to Study the Comprehensive Needs of Children in the State. **This appointment achieved a hiring goal for White male.**

2.Dean, Graduate and Professional Studies **1 WF**

This appointment achieved a hiring goal.

Qualifications: An earned doctorate from a regionally accredited university. A minimum of five (5) years of administrative experience at the level of associate dean or higher. Experience with strategic planning and the execution of vision are essential to the role. The successful candidate will demonstrate evidence of institutional impact and the ability to document said impact. A record of quality scholarship demonstrated through per-reviewed publications and presentations. Experience conducting sponsored research and successful grant writing. Evidence of effective curriculum development and review at the graduate and professional level. University teaching experience and practical knowledge of learning outcomes assessment. Supervisory experience and the ability to work collaboratively and effectively with a diverse workforce. The successful candidate will have superior and effective communication and interpersonal skills. Evidence of the ability to innovate and inspire is critical. The successful candidate shall demonstrate a commitment to social justice and understand current issues in higher education.

Preferred Qualifications: Demonstrated history of directing a graduate and professional studies unit is preferred. Successful teaching record as a tenured or tenure-track faculty member in a graduate program in an accredited institution of higher education. Experience with the accreditation of graduate programs. Demonstrated success in writing and receiving funding for grants intended to support graduate and professional studies students. Success in private or corporate sector fundraising and partnerships or demonstrated willingness to learn how to be successful. Experience developing interdisciplinary, interdepartmental, or inter-institutional programs. Evidence of developing or working within an international collaboration. Experience supervising personnel in different classifications in an environment of collective bargaining is highly desired.

The goal for **White male** was previously achieved.

Applicants: 17
Five (5) White males, **three (3) White females**, two (2) Black males, four (4) AAIANHNPI males, **one (1) AAIANHNPI female** and two (2) Two or more race category males.

Applicants Rejected: 15
Five (5) White males**, two (2) White females**, two (2) Black males, three (3) AAIANHNPI males, **one (1) AAIANHNPI female** and two (2) Two or more race category males.

Interviewed: 2
One (1) White female and one (1) AAIANHNPI male

The selected goal candidate (WF) had twenty-two (22) years of experience in a variety of roles as a public-school teacher, leader, assistant and associate professor, department chair, and graduate program director. She demonstrated her commitment to fostering meaningful partnerships and enhancing the quality of education throughout the interview process. She centered her work around the belief that society's most vulnerable students need access to the strongest educators. She had a proven track record of designing and delivering quality instruction, securing grants, and cultivating relationships to support educational initiatives. In her previous role at the University of Rhode Island, she talked about how she strengthened the TESOL/Bilingual Education graduate program, growing its enrollment from 20 to over 80 students within five years. She successfully led the program through major changes, including new accreditation standards and university leadership, demonstrating a keen ability to adapt and innovate.

She is also actively engaged in local, regional, and national education associations, serving on the Board of Directors for the Multistate Association for Bilingual Education (MABE). She described her commitment to diversity and inclusion, and working to recruit and retain students from various backgrounds and advocating for marginalized students. Throughout her career, she managed strategic planning initiatives, established new programs, enhanced institutional relationships and developed partnerships with state and local education administrators, schools, and districts. **This appointment achieved a hiring goal for White female.**

3. Associate Dean, School of Graduate Programs **1 WF**

This appointment achieved a hiring goal.

Qualifications: Academic credentials and experience suitable to fulfill the duties and responsibilities of the position. Master's degree and at least seven years of demonstrated progressive higher education academic and administrative leadership and/or business/sales/entrepreneurial success required. A track record of engagement in graduate studies and experience, or strong interest in strengthening and expanding self-sustaining, continuing, and professional education programs is required. Demonstrated excellent written and oral communication skills and strong interpersonal skills. Demonstrated ability to communicate effectively, verbally, and in writing with faculty, students, and administration as well as with government, business, and civic leaders in the service area. Knowledge of best practices in graduate studies; experience in the governance of graduate programs, and continuing education; knowledge of existing policies, procedures, and practices related to graduate studies, including curricular processes and new program planning, development, approval and implementation. Possession of analytical skills, creativity, and administrative skills necessary to suggest improvements. Demonstrated skills in coordinating graduate and/or continuing education programming, including marketing, recruitment, retention of students and grantsmanship. Skilled in budget development and ability to monitor income and expenditures to assure budgeted activities operate within said budget and ability to take appropriate corrective action when and where necessary. These qualifications may be waived for individuals with appropriate alternate administrative or academic experience.

Preferred Qualifications: Terminal degree from an accredited college or university preferred.

The goal for **White male** was previously achieved.

Applicants: 33
Twelve (12) White males, **seven (7) White females**, two (2) Black males, three (3) Black females, one (1) Hispanic male, two (2) Hispanic females, two (2) AAIANHNPI males, **two (2) AAIANHNPI females**, one (1) Two or more races male and one (1) Two or more races female.

Applicants Rejected: 25
Nine (9) White males, **five (5) White females**, one (1) Black male, three (3) Black females, one (1) Hispanic male, one (1) Hispanic female, two (2) AAIANHNPI males, **two (2) AAIANHNPI females**, and one (1) Two or more races male.

Interviewed: 8
Three (3) White males, **two (2) White females**, one (1) Black male, one (1) Hispanic female, and one (1) Two or more races female.

The selected goal candidate (WF) had faculty and administrative experience. She answered the interview questions with actual examples that demonstrated her skills and experience in academia. She also spoke of her direct experience with program outcomes, assessments, and review.

She had experience with curriculums, program proposals, policies, faculty status and programming timelines. She had experience collaborating with the Center for Adult Learner Success and managed strategic marketing and online, international, and Fulbright student recruitment, and training of international graduate students and adjunct, instructors. She had supervision and leadership experience and conducted performance evaluations. She also had good communication and organizational skills. **This appointment achieved a hiring goal for White female.**

4. Chief of Police/Director of Public Safety 1BM

Qualifications: Incumbents must possess proven ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff, and students. Expected to have excellent oral and written communication skills along with strong information technology literacy skills with Microsoft Office (Word, Excel, Outlook, Teams etc.). Incumbents are required are required to have demonstrated advanced knowledge and abilities in the following: Bachelor's degree required. Currently certified or certificate as a Police Officer in the State of Connecticut. A minimum of ten (1) years of progressively responsible experience in law enforcement. Proven leadership skills and a collaborative management approach, including experience with relationship and team building. Experience building strategic partnership and solving complex problems. Knowledge of public safety budgeting for personnel, equipment, and programming. Strong experience with community relations, communication, and supervision. High degree of cultural awareness and competence, and a demonstrated ability to cultivate and develop inclusive and equitable relationships at all levels of the organization. Commitment to social justice, gender equity, and anti-racism, and a high degree of cultural awareness and competence, demonstrating respect for a diversity of identities and experiences. The Chief of Police/Director of Public Safety is a commissioned Police Officer and must meet all standards established by the Connecticut Police Officer Standards and Training (POST) Council. Must have the ability to work all shifts (including nights and weekends) as necessary and to respond to and take command of emergency situations when appropriate. Must be familiar with laws affecting public safety on a college campus and their application to protecting life and property while preserving individual constitutional rights. The ability to qualify in the use of a department issued firearms is required. Incumbents in this position must possess and retain sufficient physical strength, stamina, eligibility, endurance and visual and auditory acuity to perform the duties of the position.

Preferred Qualifications: Master's degree and FBI Academy training in Criminal Justice or related field is preferred. Campus law enforcement with a minimum of six (6) years of successful experience as a supervisory and/or administrative officer holding the rank of lieutenant or above.

The goal for **White male and White females** were previously achieved and no other goal candidates applied.

Applicants: 16
Six (6) White males, eight (8) Black males, one (1) Black female, and one (1) Two or more races male.

Applicants Rejected: 4
One (1) White male, two (2) Black males and one (1) Black female

Interviewed: 12
Five (5) White males, Six (6) Black males and one (1) Two or more races' male

The selected candidate (BM) had been a Chief of Police and Director of Public Safety at Miami Dade College and prior to that he was a Police Officer, Lieutenant and command level district manager at the New Haven Police Department for twenty (20) years.

He holds a bachelor's degree in criminal justice and a master's degree in criminal justice from American Military University. He has experience as a manager and supervised staff. He provided many examples of his knowledge and experience during his interview.

5. Vice President of Finance and Administration 1BF

Qualifications: Demonstrated experience in financial planning and budgeting: A proven record of success in planning, problem solving, and ability to think proactively, creatively, and strategically; Senior-level experience in management, preferably in an institution of higher education or a similar mission focused organization that is highly complex with multiple stakeholders; Demonstrated ability to lead and develop staff, and to sustain good relationships with professional colleagues; Experience and knowledge of complex union environments; Experience and knowledge of relevant technology systems; Experience in managing administrative and facility programs; Excellent verbal and written communication skills; Demonstrated commitment to a collegial work environment; A personal commitment to social justice in alignment with the mission of the University; and Ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff and students and an equity perspective on implementation of mission.

Preferred Qualifications: MBA or other advanced degree from an accredited institution preferred. CPA or comparable work experience is preferred.

The goal for **White male and White females** were previously achieved and no other goal candidates applied.

Applicants: 18
Two (2) White males, six (6) White females, two (2) Black males, three (3) Black females, three (3) AAIANHNPI males and two (2) Unknown males.

Applicants Rejected: 15
Two (2) White males, five (5) White females, two (2) Black males, two (2) Black females, three (3) AAIANHNPI males and one (1) Unknown male.

Interviewed: 3
One (1) White female, one (1) Black female and one (1) Unknown male.

The selected candidate (BF) was experienced as a Chief Financial Officer and Vice Chancellor, Business & Finance at Fayetteville State University, Fayetteville, North Carolina. She had experience overseeing a $220 million-plus construction and major renovation program and guided the development and execution of the university's financial strategy. She had leadership experience in finance and operations within higher education and was responsible for budget and fiscal management, facilities operations, capital project management, procurement, Human Resources management, and technology integration.

Category 2 – Faculty
For all faculty positions, advertisements were placed in the *Chronicle of Higher Education, Diverse Issues in Higher Education and Hispanic Outlook in Higher Education, and Higher ED jobs.* Ads were also placed in relevant professional websites, list servs and journals. Position announcements were placed on the Southern Connecticut State University's and the Connecticut State Colleges and Universities (CSCU) websites and sent to female and diverse minority recruitment lists.

Professor
Hiring goals: None
Hires: 0

No hiring occurred in this job category during the reporting period.

Associate Professor
Hiring goals: 2 WF, 1 AAIANHNPI F
Hires: 0

No hiring occurred in this job category during the reporting period.

Assistant Professor
Hiring goals: 6WM, 2BM, 2HM
Hires: 12 (3WF, 1BM, 4BF, 1 HM, 1 AAIANHNPI M, 2 AAIANHNPI F)

1. Assistant Professor- Info & Library Sci **1 BM**

This appointment achieved a hiring goal.

Qualifications: A doctorate in information and library science or related field (impending graduation/defense will be considered); MLS or MLIS; Evidence of scholarly, published peer-reviewed research; Excellent written and verbal communication skills; Instructional experience/developing curriculum for an online environment; Demonstrated commitment to diversity, equity, inclusion, and social justice; Demonstrated ability to cultivate inclusive and equitable working relationships with students, faculty and staff.

Preferred Qualifications: Research agenda that directly connects information technology to information/media/digital literacy, equity, and the digital divide; Graduate level instructional experience; Experience working with cutting edge literacy technology applications; Interest in multi-disciplinary research and programmatic collaboration. Some experience developing externally funded research and program initiatives; and Familiarity with the AA accreditation process.

Applicants: 16
Three (3) White males, five (5) White females, **two (2) Black males,** one (1) Black female, one (1) AAIANHNPI female, three (3) Unknown males and one (1) Unknown female.

Applicants Rejected: 10
Three (3) White males, two (2) White females, one (1) Black female, three (3) Unknown males and one (1) Unknown female.

Interviewed: 6
Three (3) White females, **two (2) Black males,** and one (1) AAIANHNPI female.

The selected goal candidate (BM) had met all of the position requirements and the preferred qualifications. He also had experience with the state-of-the-art technologies relevant to library and information services applications.

2. – 5. Assistant Professor- Social Work **2BF, 1 HM, 1 AAIANHNPI M**

The appointment of one (1) Hispanic male achieved a hiring goal.

Qualifications: Candidates must possess an MSW from a CSWE accredited program or an MCW and a doctoral degree in social work or related field (Ph.D. or DSW) by August 2025. Demonstrated effectiveness in working with and teaching diverse populations as indicated in the above description of the student body. Demonstrated commitment to anti-racism, diversity, equity, inclusion, belonging, and acceptance in teaching, aligning with the principles, values, and standards of social work as defined by the NASW Code of Ethics (2021) and the CSWE Educational Policy and Accreditation Standards (2022).

Preferred Qualifications: Minimum of two years post MSW (or MCW) practice experience. Two or more years of experience with anti-obsessive teaching at the undergraduate or graduate level in online, hybrid, and on ground modalities of course delivery; demonstrated capacity to produce scholarship/creative activity, clinical practice experience with a range of populations, ages, and/or settings; LCSW or equivalent social work license.

Applicants: 14
Two (2) White males, six (6) White females, three (3) Black females, **two (2) Hispanic males**, and one (1) AAIANHNPI male.

Applicants Rejected: 10
Two (2) White males, six (6) White females, one (1) Black female, and **one (1) Hispanic male**.

Explanation of Goal Candidates not selected:
Two (2) White males did not submit the complete application - did not include letter of interest and recommendations.

One (1) Hispanic male withdrew from consideration before the interview process.

Interviewed: 4
Two (2) Black females, **one (1) Hispanic male**, and one (1) AAIANHNPI male.

The selected goal candidate (one (1) Hispanic male) described how he brings practice experience into the classroom, and he detailed his responses regarding his pedagogy and student learning during the interview and through his presentation. He had research experience that he addressed the stigmatized population. He detailed his research agenda and the goals in a couple of areas relevant to social work practice. He also received a grant for the funding and has two (2) publications.
He had community organization and community practice experience and state-wide social work leadership experience.

The selected candidate (one (1) Black female) had experience teaching both Bachelor and Master's level courses. She had engaged the students and used a historical context that she compared to the present. She had a relevant research agenda and worked with research grants. She also had experience with a non-profit organization that worked with community practice and child welfare.

The selected candidate (one (1) Black female) had designed a responsive learning presentation, and it was organized and used her timeframe efficiently. She taught a wide range of social work courses and worked with different types of technology. She presented her five (5) year research agenda and interests and talked about quantitative and qualitative methods.

The selected candidate (one (1) AAIANHNPI male) navigated through technical challenges with his presentation and managed to use humor and kept the students engaged.

His presentation was clear and organized and he managed to keep the timeframe on track. He had worked with a scholarship program that focused on community organization practices. He had done research in the service of social work practice at the international and local levels and had several publications. He also had experience leading a non-profit organization.

6. Assistant Professor- Mathematics **1 WF**

Qualifications: An earned doctorate in Mathematics as well as the ability to teach a wide range of mathematics and/or statistics/data science classes at the undergraduate level in more than one area of specialty. ABD candidates for the position must be on a course to earn their degree in mathematics by the start date. Candidates' research programs and related teaching interests must complement the department's curriculum and mission. Applicants must have broad intellectual interests in mathematics with a commitment to both teaching and scholarship.

Preferred Qualifications:
Experience with any of the following: college-level teaching (especially at regional comprehensive public university), research or internship supervision, or increasing diversity, equity and inclusion in the mathematical sciences.

Applicants: 17
Two (2) White males, one (1) White female, **three (3) Black males**, five (5) AAIANHNPI males, one (1) AAIANHNPI female, three (3) Unknown males and two (2) Unknown females.

Applicants Rejected: 13
One (1) White male, **two (2) Black males**, five (5) AAIANHNPI males, three (3) Unknown males and two (2) Unknown females.

Explanation of Goal Candidates not selected:

One (1) White male and one (1) Black male did not submit a complete application and omitted the letters of interest and recommendations.

One (1) Black male did not meet the minimum or preferred qualifications. He also did not have any teaching experience.

Interviewed: 4
One (1) White male, one (1) White female, **one (1) Black male** and one (1) AAIANHNPI female,

Explanation of Goal Candidates not selected:

One (1) White male provided some answers to the interview questions that were not accurate, and he gave an example of a math club that was the wrong information that he described. His presentation was not interactive, and he did not use technology to keep the students engaged.

One (1) Black male's presentation contained some mathematical errors and the students had some questions related to some miscalculations and he was not able to provide the correct answers. He also could not stay within the allotted time frame.

The selected candidate (WF) had a good mathematics teaching background. She taught a variety of courses that included calculus, matrix algebra, college algebra, differential equations, vector calculus, algebraic reasoning, business calculus, and linear algebra.

Her primary research interests are partition theory and combinatorial mathematics. These areas of research coincide with other research programs that several faculty members in the department have been involved in. Her demonstration addressed all of the requirements and was at the appropriate level and the related mathematical content was clearly and correctly conveyed to the students. She had good computer and technology experience.

7. -9.- Assistant Professor- Nursing **2 WF and 1BF**

Qualifications: Master's or Doctoral degree in Nursing: if MSN prepared substantial progress towards the doctorate with anticipated completion within 1 year; and State of Connecticut RN license (or eligible). Evidence of ability to teach university level nursing effectively. Ability to engage in meaningful scholarship/creative activity appropriate for nursing.

Preferred Qualifications: The successful candidate will demonstrate effectiveness in working with diverse populations. Preference given to candidates with teaching experience at the baccalaureate or graduate level; recent clinical practice as an RN or ARPN; certification; doctoral degree in nursing (Ph.D., Ed.D., or DNP), and evidence of scholarship and leadership.

No goal candidates applied.

Applicants: 14
Nine (9) White females, one (1) Black female, two (2) Hispanic females, one (1) AAIANHNPI female, and one (1) Unknown female.

Applicants Rejected: 4
Three (3) White females, and one (1) Hispanic female.

Interviewed: 10
Six (6) White females, one (1) Black female, one (1) Hispanic female, one (1) AAIANHNPI female and one (1) Unknown female.

The selected candidate (WF) had academic program content experience and followed all regulatory and accreditation requirements. She monitored the reporting of program performance measures. She spoke of her experience planning, developing and use of a variety of teaching methods and materials that assist students in meeting course objectives of master's level mental health nursing & professional nursing appropriate for students with differing educational and experiential backgrounds and learning styles. Her Bachelor of Science in Nursing was earned at Southern Connecticut State University, her Post Masters in Psychiatric Mental Health Nurse Practitioner Program was from the University of Saint Joseph and her Doctor of Nursing Practice -Adult Gerontology Nurse Practitioner Track was from Quinnipiac University.

The selected candidate (WF) had experience performing acute care visits and implemented telemedicine protocols and related medical education. She had lab experience and handled imaging results for a wide variety of health conditions. She made referrals in the pediatric nursing area and worked with nurse practitioner students. She attended John Hopkins University for her Nursing Bachelor's degree, Yale University for her Nursing Master's degree and her Doctorate of a Nursing degree from the University of Connecticut. She also has a Health Education Certificate in Nursing Education from UCONN.

The selected candidate (BF) had nursing experience in Geriatrics, and Community Health. She instructed students in community-based environments and mentored students.

She taught Health Communication: From Theory to Practice which provided a comprehensive introduction to theory, intervention design, current issues, and special topics in health. She also taught Adult Health, Public Health Nursing, Nursing Capstone and Clinical, Gerontology Nursing Clinical, Transitions to Professional Practice and Concepts of Community Health Nursing courses. She prepared students for success regarding testing while teaching challenging curriculum. She had a Bachelor's and Master's degree in Nursing from Sacred Heart University and she also had her Doctor of Nursing Practice from Regis College. She also had her Adult and Pediatric BSL Certification.

10. Assistant Professor- Sociology **1 BF**
(Sydney Nellons #24-006)

Qualifications: Ph.D. in Sociology, Criminology, or related fields by the appointment. The candidate must show evidence of ability to teach university level core courses in sociology, (e.g. research methods, statistics, sociological theory, and/or senior capstone) and criminology (e.g. introduction to criminology and/or criminology theory). The candidate must demonstrate strong potential for scholarly activity that takes a critical approach to criminology.

Preferred Qualifications: Experience teaching a range of courses in criminology and sociology who can contribute to our core curriculum, and who have an established record of scholarship.

Applicants: 29
Six (6) White males, six (6) White females, one (1) Black female, four (4) AAIANHNPI males, six (6) AAIANHNPI females, five (5) Unknown males and one (1) Unknown female.

Applicants Rejected: 19
Four (4) White males, three (3) White females, four (4) AAIANHNPI males, three (3) AAIANHNPI females, four (4) Unknown males and one (1) Unknown female.

Explanation of Goal Candidates not selected:
Four (4) White males did not submit a complete application package and did not include the required letters of interest and recommendations.

Interviewed: 10
Two (2) White males, three (3) White females, one (1) Black female, three (3) AAIANHNPI females and one (1) Unknown male.

Explanation of Goal Candidates not selected:
One (1) White male withdrew after the interview process because they both accepted other faculty positions.

One (1) White male was offered a part time special appointment in the Department.

The selected candidate (BF) demonstrated her research experience and how it focused on the victimization of LGBT students and provided some examples of her results of her research in this area. She had published two book reviews in the peer reviewed journal *Criminal Justice Review, and* has four works in progress, all with prominent feminist criminologists. She has presented at the American Society of Criminology every year for the past five years and has presented at the Western Society of Criminology annual meetings. Her teaching presentation focused on using a variety of modalities to make all students feel welcome and engaged. She had experience mentoring students of color and students that identified as LGBT.

11. Assistant Professor- Fin and Real Estate **1 AAIANHNPI F**

Qualifications: Ph.D. in Finance or Economics or a closely related field at the time of appointment. Strong ABD candidates will be considered. Successful ABD candidates will need to earn a doctorate within a year of appointment; Ability to teach in both traditional classroom and online formats; Candidates with a doctoral degree in economics should demonstrate significant graduate coursework and research in Finance.

Preferred Qualifications: Expertise conducting research in financial risk management, fintech and financial economics. A background in machine learning and artificial intelligence will be a plus.

Applicants: 30
Two (2) White males, two (2) White females, **one (1) Hispanic male**, sixteen (16) AAIANHNPI males, seven (7) AAIANHNPI females and two (2) Unknown unknowns.

Applicants Rejected: 18
Two (2) White males, one (1) White female, **one (1) Hispanic male**, eight (8) AAIANHNPI males, four (4) AAIANHNPI females and two (2) Unknown unknowns.

Explanation of Goal Candidates not selected:
One (1) White male did not submit a complete application package and omitted transcripts and related research experience and information.

One (1) White male applied after the deadline date.

One (1) Hispanic male had an Economics degree but did not have any financial background training or related research or teaching experience.

Interviewed: 12
One (1) White female, eight (8) AAIANHNPI males and three (3) AAIANHNPI females.

The selected candidate (AAIANHNPI female) had provided detailed answers to the interview questions and explained her related research work and her finance field work. She has used advanced programming, information technology and data skills. She has her CPA certificate and has been teaching similar Finance courses that are used at SCSU. She had good communication skills and had an organized presentation.

12. Assistant Professor- Curriculum Learning **1 AAIANHNPI F**

Qualifications: Earned doctorate or ABD (must earn doctorate by the end of the first year of appointment) in curriculum and instruction, teacher education, educational studies, or related field; Minimum three (3) years full time relevant K-12 teaching experience; Evidenced ability to teach university level courses in curriculum development and instructional design; Evidenced potential in leadership within teacher education programs; Knowledge of culturally sustaining pedagogies; Strong demonstrated potential for scholarly activity leading to peer-reviewed publications, external grants or other support, and conference presentations.

Preferred Qualifications:
Experience teaching in schools that serve diverse student populations; Evidence of potential for leadership and collaborative engagement with school and community organizations; Demonstrated effectiveness in teaching on campus and online instructional modalities;

Experience engaging in the process of educational program assessment and improvement, preferably as it related to program accreditation, and Experience as a university student teacher supervisor.

Applicants: 82
Ten (10) White males, twenty-three (23) White females**, two (2) Black males**, twelve (12) Black females, twelve (12) Hispanic females, ten (10) AAIANHNPI males, six (6) AAIANHNPI females, and seven (7) Unknown males.

Applicants Rejected: 69
Nine (9) White males, eighteen (18) White females**, two (2) Black males**, ten (10) Black females, twelve (12) Hispanic females, eight (8) AAIANHNPI males, four (4) AAIANHNPI females, and six (6) Unknown males.

Explanation of Goal Candidates not selected:

Four (4) White males and **one (1) Black male** submitted incomplete applications and did not submit a research statement and letters of interest.

Five (5) White males and **one (1) Black male** did not have the required Minimum three (3) years full time relevant K-12 teaching experience

Interviewed: 13
One (1) White male, five (5) White females, two (2) Black females, two (2) AAIANHNPI males, two (2) AAIANHNPI females and one (1) Unknown male.

Explanation of Goal Candidates not selected:
One (1) White male withdrew after the first interview because he accepted another faculty position.

One (1) Black female was offered the position and declined because she accepted another position.

The selected candidate (AAIANHNPI F) had experience teaching both undergraduate and graduate level courses at University of Nebraska- Lincoln. She taught multiculturism courses and worked with diverse student groups. She had experience with educational program assessment, improvement and curriculum development. She had three and a half years' experience with K-12 teaching. She also had some peer-reviewed publications, and related research. She had experience working with grants.

Coaches
Hiring goals: 1HM, 1 AAIANHNPI M, 1 AAIANHNPI F
Hires: 1WF

Assistant Athletic Trainer **1 WF**

Qualifications: An earned Master's degree is required; BOC certified and three (3) years of appropriate professional level experience; Must hold or be able to obtain an Athletic Training license in the State of Connecticut; Commitment to following the letter and spirit of NCAA, Conference, and University rules and regulations; Ability to effectively work with a diverse population of student-athletes and coaches in a cultural climate that celebrates diversity.

Preferred Qualifications: Red Cross Professional Rescuer and Community First Aid Instructor; Certification with the Nati9onal Strength and Conditional Association (CSCS); Corrective Exercise Specialist (CES); Performance Enhancement Specialization (PES);

Functional Movement Screening (FMS); Active Release Techniques (ART); Certified Sport Nutrition Coach (CSNC, Certified Nutrition Coach (CNC), or Certified Mental Performance Consultant (CMPC); Graston (G1 &G2) certification and/or experience with muscle energy, cupping, BFR, ext.

No goal candidates applied for this position.

Applicants: 9
Two (2) White males, three (3) White females, one (1) Black male, two (2) Black females, and one (1) Hispanic female.

Applicants Rejected: 6
One (1) White male, two (2) White females, one (1) Black male, one (1) Black female, and one (1) Hispanic female.

Interviewed: 3
One (1) White male, one (1) White female and one (1) Black female

The selected candidate (WF) had experience with a wide variety of sports, participation level and club sports. She explained how she gave students a great athletic training experience. She was a NATA BOC certified Athletic Tainer, Licensed Athletic Trainer, and was certified with CPR and AED for Professional Rescuer and Healthcare Provider and was certified by the American Red Cross. She is also a member of the National Athletic Trainers' Association.

Category 3 Professional Non-Faculty
Hiring goals: 15WM, 6HM, 5 AAIANHNPI M, 2 AAIANHNPI F, 2 TWO OR MORE RACES F
Hires: 27 (7WM, 8WF, 1BM, 6BF, 2HM, 1HF, 2 AAIANHNPI F)

1.Associate Director of Graduate Recruitment & Admissions 1 WM

This appointment achieved a hiring goal.

Qualifications: Master's degree; Minimum of four years of professional level experience in admissions.

Preferred Qualifications: Experience with graduate admissions.

Applicants: 9
Three (3) White males, five (5) White females, and one (1) Hispanic female.

Applicants Rejected: 5
Two (2) White males and three (3) White females

Interviewed: 4
One (1) White male, two (2) White females and one (1) Hispanic female

The selected goal candidate (WM) had experience in a higher education admissions office. He had experience with data collection informing decisions for recruitment and retention. He gave examples of his strategies to engage and support students. He also worked with a variety of platforms and use of increasing admissions and retention. He had experience with different computer software systems and technology. **This appointment achieved a hiring goal.**

2.Director of Residence Life **1 WM**

This appointment achieved a hiring goal.

Qualifications: Master's degree in student affairs, higher education, business administration, or closely related field; Minimum of seven years of progressively responsible professional experience in a university residential life/housing program; Student-centered, self-initiated, innovative, and results-driven; Strong leadership and organizational skills with the ability to solve problems, think critically, explain decision rationale, manage multiple tasks, and be an effective communicator, both orally and in writing with students, faculty, staff, parents, and other stakeholders; Success working collaboratively across a college campus, building a strong team, supervising professional ad student staff, and leading in crisis response; and Cultural awareness and competency and an ability to contribute to a campus committed to diversity, inclusion, and social justice.

Preferred Qualifications: Working knowledge of best practices in on-campus housing; Experience developing living/learning residential communities; Experience developing co-curricular programs, grounded in student development theory, to promote student success, satisfaction and retention; Experience in managing and operating a large administrative unit; Experience in planning and managing a large, comprehensive budget; Knowledge of standard business practices pertaining to student housing; Experience formulating, communicating, and enforcing policy; Knowledge of relevant federal and state regulations, practices, and procedures; and working knowledge of Microsoft Office programs with proficiency in Word and Excel.

Applicants: 28
Seven (7) White males, nine (9) White females, three (3) Black males, three (3) Black females, one (1) Two or more races male, three (3) Unknown males and two (2) Unknown females.

Applicants Rejected: 18
Six (6) White males, five (5) White females, one (1) Black male, three (3) Black females, one (1) Unknown male and two (2) Unknown females.

Interviewed: 10
One (1) White male, four (4) White females, two (2) Black males, one (1) Two or more races male and two (2) Unknown males.

The selected goal candidate (WM) had twenty years of experience motivating dynamic and diverse teams and creating healthy communities while handling risk management in different higher educational institutions. He detailed his skills handling investigations, assessments, and resolution of professionalism, behavior, conduct and culture/climate concerns. He also described how he has worked in fast paced environments while he was building relationships with a wide range of stakeholders. He described how he provided services in different diverse organizations and measured results in cultural, academic and different geographical locations. He also was a good trainer and facilitator. **This appointment achieved a hiring goal.**

3.Assistant Director of Conference, Event and Auxiliary Operations **1 WM**

This appointment achieved a hiring goal.

Qualifications: Bachelor's degree and a minimum of four (4) years technology experience required. Must have proven ability to plan, develop and implement a broad range of software/hardware and conferencing systems, Strong communication and interpersonal skills are required.

Preferred Qualifications: Master's degree or extensive experience**.**

Applicants: 14
Eleven (11) White males and three (3) Black males

Applicants Rejected: 10
Eight (8) White males and two (2) Black males

Interviewed: 4
Three (3) White males and one (1) Black male

The selected goal candidate (WM) had direct conference and events higher education experience. He had experience with Qsys and Crestron integration. He had good communication skills and provided information of how he worked with other clients and faculty, staff and students to solve technology issues. He also had budgeting experience and knowledge of dealing with safety issues, OSHA requirements and fire marshals for large conferences and events. **This appointment achieved a hiring goal.**

4. Coordinator of High-Tech Classrooms and Audio Visual/TV Services **1 WM**

This appointment achieved a hiring goal.

Qualifications: Bachelor's degree in Computer Science, Instructional Technology, or related field. At least four years of professional experience in support of audio/visual equipment, instructional equipment, computers and their use in high-tech classrooms; a thorough knowledge of PC based software; Demonstrated ability to diagnose and troubleshoot technical problems; Ability to communicate effectively with faculty and administrators in the coordination, planning and implementation of sophisticated plans and programs. These qualifications may be waived for individuals with appropriate alternate experience.

Preferred Qualifications: Master's degree and preference will be given to those who also possess a working knowledge of Macintosh programs.

Applicants: 26
Fifteen (15) White males, six (6) Black males, two (2) Black females, **one (1) Hispanic male, one (1) AAIANHNPI male** and one (1) Two or more male.

Applicants Rejected: 20
Eleven (11) White males, four (4) Black males, two (2) Black females, **one (1) Hispanic male, one (1) AAIANHNPI male** and one (1) Two or more male.

Interviewed: 6
Four (4) White males and two (2) Black males

The selected goal candidate (WM) had direct work experience in a similar position and managed active directories, account management, network rights and permission, handled access network shares and created new accounts and configured access to servers and file management software for users. He had experience in classroom technology, vendor management, mentoring and worked with staff management. He had good communication and customer service skills and worked with a variety of computers, hardware and software and deployment and installation of new systems. **This appointment achieved a hiring goal.**

5. Associate Director for Academic Services **1 WM**

This appointment achieved a hiring goal.

Qualifications: Master's degree in education or related field (i.e., higher education, counseling, teacher education, student development); Minimum of four years of knowledge and experience working in academic/learning support; Demonstrated ability to be creative, develop innovative academic support programming, and independently manage projects; Strong interpersonal skills; Experience supervising students and/or staff; Demonstrated commitment to creating a just and inclusive community, intercultural competency, and enthusiasm for working at an institution committed to social justice.

Preferred Qualifications: Knowledge in cognitive development and learning; Experience working with faculty across campus;
Experience with tutoring specific software and new technology within academic success centers; Proven ability to work independently, as well as with a team; Experience in one or more of the following areas: tutoring, supplemental instruction, curriculum and instruction design, academic workshops, academic success coaching, and/or experience in a classroom, especially within remedial or developmental courses.

Applicants: 67
Thirteen (13) White males, twenty-seven (27) White females, four (4) Black males, seven (7) Black females, **two (2) Hispanic males**, eight (8) Hispanic females, **two (2) AAIANHNPI females,** one (1) Two or more races' male, and **three (3) Two or more races' females.**

Applicants Rejected: 55
Ten (10) White males, twenty-one (21) White females, three (3) Black males, six (6) Black females, **two (2) Hispanic males**, seven (7) Hispanic females, **two (2) AAIANHNPI females,** one (1) Two or more races' male, and **three (3) Two or more races' females.**

Interviewed: 12
Three (3) White males, six (6) White females, one (1) Black male, one (1) Black female and one (1) Hispanic female.

The selected goal candidate (WM) had experience as an Adjunct Professor in Mathematics and taught in a diverse district in Hamden and provided academic support for students of all backgrounds. He had experience supervising, tutoring and mentoring students. He had worked with all types of technology to teach his courses and created curriculum and instruction design. **This appointment achieved a hiring goal.**

6. Assistant Athletic Director for Sports Performance **1 WM**

This appointment achieved a hiring goal.

Qualifications: Bachelor's degree in physical education, exercise/movement science, sports management or a related field required. Current and maintained certification with the National Strength and Conditioning Association (NSCA) as a Certified Strength and Conditioning Specialist (CSCS); CPR/AED certification; Four years of professional experience working within an intercollegiate sports environment, demonstrated commitment to creating a just and inclusive community and enthusiasm for working at an institution committed to social justice; demonstrated ability to communicate effectively, orally and in writing; ability to foster positive working relationships; and demonstrated ability to interpret and apply complex policies and regulations.

Preferred Qualifications: Master's degree is preferred. Demonstrated knowledge of NCAA policies, regulations and rules; background in weight management; knowledge of nutrition and its effects to optimize performance; and high-level organizational skills.

Applicants: 28
Fifteen (15) White males, six (6) White females, one (1) Black male, **two (2) Hispanic males**, two (2) Unknown males, and two (2) Unknown females.

Applicants Rejected: 19
Eight (8) White males, five (5) White females, **two (2) Hispanic males**, two (2) Unknown males, and two (2) Unknown females.

Interviewed: 9
Seven (7) White males, one (1) White female and one (1) Black male

The selected goal candidate (WM) had experience as the Director of Strength and Counseling at a University level. He trained 13 Division II level teams and evaluated athletes through tests and measurements and translated information into recordable data. He was responsible for the care of athletic weight room equipment and raised adequate funding through alumni donations to develop and outfit a new weight room. He worked with athletic staff to implement rehabilitation programs for injured athletes. **This appointment achieved a hiring goal.**

7. Environmental Health & Safety Coordinator **1 WM**

This appointment achieved a hiring goal.

Qualifications: Bachelor's degree in environmental science, industrial hygiene, safety, health physics, or a related field. Minimum of three years relative experience with hazardous waste operations and/or health and safety programs. Valid driver's license. Demonstrated knowledge of Federal and State regulations related to health and safety programs. Demonstrated knowledge of chemical properties and segregation techniques. Ability to multitask and work cooperatively with others. Must be innovative, service, and self-motivated, team oriented, adaptable, and capable of managing competing priorities. Ability to communicate effectively with both technical and non-technical personnel. These requirements may be waived for individuals with alternate experience.

Preferred Qualifications: Hazardous Waste Operation and Emergency Response (HAZWOPER) training. Experience in industrial and/or construction safety**.**

Applicants:11
Six (6) White males, two (2) White females, one (1) Black male, one (1) Black female, and **one (1) AAIANHNPI female.**

Applicants Rejected:8
Four (4) White males, two (2) White females, one (1) Black female, and **one (1) AAIANHNPI female.**

Interviewed: 3
Two (2) White males and one (1) Black male.

The selected goal candidate (WM) had management and compliance experience in Environmental Health and Safety. He supervised staff, vendors and construction workers related to campus projects. He had knowledge of OSHA and safety requirements and regulations. He had experience with hazardous waste operations. He had certifications with HAZWOPER Emergency Response, Lithium-ion Battery, Lab-Chemical Safety, Biosafety, PIV, Respiratory Protection, Bloodborne-Pathogens, Radiation Safety Sealed/Unsealed Sources, Confined Spaces, UW, Class B CDL with Hazardous Waste endorsement, DocuSIgn Envelope and also has a professional Connecticut certification. **This appointment achieved a hiring goal.**

8.Director of Financial Aid and Scholarship **1 HM**

This appointment achieved a hiring goal.

Qualifications: Master's degree and minimum of six years of progressively responsible financial and leadership in higher education. Experience with staff motivation, supervision, training, and employee relations. Excellent interpersonal communication (written and verbal) and organizational skills, as well as demonstrated ability to work with a diverse, multicultural student population and workforce. Leadership experience and skills in establishing and developing partnerships internally and externally. Experience with policy formulation and regulatory compliance related to federal and state financial aid programs.

Preferred Qualifications: Experience with staff in collective bargaining units. Experience using Banner SIS.

Applicants: 26
Two (2) White males, six (6) White females, three (3) Black males, three (3) Black females, **three (3) Hispanic males,** six (6) Hispanic females, one (1) Unknown male and two (2) Unknown unknowns,

Applicants Rejected: 19
Two (2) White males, five (5) White females, two (2) Black males, two (2) Black females, **two (2) Hispanic males**, three (3) Hispanic females, one (1) Unknown male, and two (2) Unknown unknowns.

Interviewed: 7
One (1) White female, one (1) Black male, one (1) Black female, **one (1) Hispanic male** and three (3) Hispanic females,

The selected goal candidate (HM) has supervised a team of dedicated financial aid professionals at another University. He has experience with financial aid administration and comprehensive knowledge of Title IV compliance. He had experience in the development and implementation of compliance-driven policies, procedures, awards, reporting, FERPA and financial aid audits. **This appointment achieved a hiring goal.**

9. Assistant Director of SWK Field Education **1 HM**

This appointment achieved a hiring goal.

Qualifications: MSW from a CSWE accredited social work program. Licensed Master's of Social Worker (LMSW) or equivalent licensure from another state. Three (3) years of post MSW experience delivering practicum education services with higher education institutions and providers of health and behavioral health. Proficiency with using software to build databases to manage student and agency data and generate reports. Experience working with diverse populations. Experience with creating and sustaining community partnerships. Strong interpersonal skills, effective oral and written communication skills and the ability to work collaboratively with community members, SCSU administration, faculty, staff and students.

Preferred Qualifications: Familiarity with CSWE accreditation process and adherence to Educational Policy and Accreditation Standards (EPAS). Experience supervising student employees. Experience working with undergraduate students in a higher education setting.

Applicants: 3
One (1) White female, **one (1) Hispanic male** and one (1) Hispanic female

Applicants Rejected: 0

Interviewed: 3
One (1) White female, **one (1) Hispanic male** and one (1) Hispanic female

The selected goal candidate (HM) was an experienced social work professional and educator with over ten (10) years of diverse experience. He had skilled program development, student mentorship experience and also built community partnerships to enhance practicum opportunities. He had strategic planning and compliance experience with CSWE accreditation standards and university policies. He had his bachelor's degree from Southern Connecticut State University and his master's degree is from University of Connecticut. **This appointment achieved a hiring goal.**

10. Speech Language Pathology Clinical Supervisor **1 AAIANHNPI F**

This appointment achieved a hiring goal.

Qualifications: Master's degree or higher in Speech-Language Pathology. Certificate of Clinical Competence in Speech-Language Pathology from the American Speech-Language-Hearing Association. Connecticut Health Department Licensure in Speech-Language Pathology (or eligibility); Minimum five (5) years of experience in clinical practice as a speech-language pathologist which should include minimum of 1 year experience as a clinical Supervisor; Knowledge of current best practice standards in screening, assessment, diagnosis, and treatment of communication disorders in children and adults; Knowledge of current best practices in clinical supervision; Excellent oral and written communication skills; Excellent organizational skills; Excellent team collaboration skills; Computer literacy skills for administrative and clinical purposes.

Applicants: 7
Three (3) White females, one (1) Black female, two (2) Hispanic females, and **one (1) AAIANHNPI female.**

Applicants Rejected: 3
One (1) White female, one (1) Black female, and one (1) Hispanic female**.**

Interviewed: 4
Two (2) White females, one (1) Hispanic female and **one (1) AAIANHNPI female**.

The selected goal candidate (1 AAIANHNPI F) had experience with administration of standardized assessments and had experience using external auditory aides. She had done research on the relationship between Speech-Language and Auditory Processing Abilities in Children and Adolescents and the impact of noise on late auditory evoked potentials of monolingual and bilingual speakers. She was involved with synchrony sEMG biofeedback for Dysphagia and worked with Malayalam. She was skilled with technology using Microsoft products, Teams and Outlook. She also had supervision experience and clinical experience when she worked in a healthcare center. She also worked at a university and provided services for a full case load of students when she was a graduate student clinician. **This appointment achieved a hiring goal.**

11. SU Asst HR Business Partner **1 AAIANHNPI F**

This appointment achieved a hiring goal.

Qualifications: Incumbents must possess proven ability to effectively work with a culturally, linguistically, and ethically diverse faculty, staff, and students. They are expected to have excellent oral and written communication skills along with strong Information Technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams, etc. Customer service orientation, ability to work collaboratively, and strong interpersonal skills are required, as is the ability to handle sensitive information in a professional and confidential manner. Incumbents must have a working knowledge of HR functions, processes and requirements, which would normally be acquired with three or four years of experience at the HR Administrative Operations Assistant level or a comparable position. An Associate's degree or University education which enhances a candidate's professionalism.

Preferred Qualifications: Higher education experience. Familiarity with the collegiate academic environment is desirable and may be substituted for some of the experience requirements.

Applicants: 35
Four (4) White males, fifteen (15) White females, two (2) Black males, five (5) Black females, **two (2) Hispanic males**, four (4) Hispanic females, one (1) AAIANHNPI female, one (1) Two or more races female, and one (1) Unknown male.

Applicants Rejected: 24
Three (3) White males, ten (10) White females, two (2) Black males, three (3) Black females, **one (1) Hispanic male**, three (3) Hispanic females, and one (1) Two or more races female and one (1) Unknown male.

Interviewed: 11
One (1) White male, five (5) White females, two (2) Black females, **one (1) Hispanic male** and one (1) Hispanic female and one (1) AAIANHNPI female.

The selected goal candidate (1 AAIANHNPI F) had administrative support and human resources management experience. She had HR experience with compliance, recruitment, confidential records, and HRIS data integrity. She developed HR policies, managing payroll, and analyzing HR metrics to inform strategic decision-making.

She also had scheduling, budget preparation, and website content management. She had experience maintaining records, safeguarding confidential information, and confirming adherence with HIPPA standards. She also had good communication skills and experience working with different types of computer software. **This appointment achieved a hiring goal.**

12. Financial Analyst **1 WF**

Qualifications: Bachelor's degree in accounting, finance or business administration is required; Three (3) years of experience in accounting or business required. Strong expertise with Microsoft is required, especially Excel.

Preferred Qualifications: Master's degree; Higher education financial experience; Experience working with a high volume of data through relational database queries.

Applicants: 5
Three (3) White females, one (1) Black female and **one (1) Hispanic male**

Applicants Rejected: 2
One (1) White female and **one (1) Hispanic male**

Explanation of Goal Candidates not selected:
One (1) Hispanic male did not have the required bachelor's degree in accounting, finance or business administration and did not have at least three (3) years of experience in accounting or business experience.

Interviewed: 3
Two (2) White females and one (1) Black female

The selected candidate (WF) had experience handling finance, budget, and grant management responsibilities and demonstrated how she communicated and coordinated with internal and external customers and all levels of leadership and management. She provided specific details of her track record that delivered results even under high pressure scenarios. She also had good computer skills and had working knowledge of Microsoft Office products including Excel and the CORE-CT financial modules and Banner.

13. Director of Annual and Leadership Giving **1 WF**

Qualifications: Bachelor's degree and at least five (5) years of development experience required. The ability to think critically, strategically and creatively about the development and growth of the Annual Giving Program and exhibit a strong understanding of new and emerging fundraising techniques and technologies required. Ability to define the leading edge of annual giving; knowledge and experienced in both new and traditional channels of annual revenue generation; and demonstrate extensive analytical skills, vision, flexibility, and the drive to exceed yearly goals; demonstrated skills in oral and written communication; ability to manage staff and work as a team member; and advanced skills in Microsoft Office required.

Preferred Qualifications: University development experience is preferred.

Applicants:23
Six (6) White males, six (6) White females, three (3) Black males, one (1) Hispanic male, two (2) Hispanic females, **one (1) AAIANHNPI male, one (1) AAIANHNPI female,** one (1) Two or more races' male, **one (1) Two or more races female,** and one (1) Unknown unknown.

Applicants Rejected: 14
Six (6) White males, two (2) Black males, one (1) Hispanic male, one (1) Hispanic female, **one (1) AAIANHNPI male, one (1) AAIANHNPI female, one (1) Two or more races female,** and one (1) Unknown unknown.

Explanation of Goal Candidates not selected:
Four (4) White males, **one (1) AAIANHNPI male,** and **one (1) AAIANHNPI female** did not have the required five (5) years of development experience.

Two (2) White males and **one (1) Two or more races' female** did not submit complete application packages and did not include the required cover letters and references.

Interviewed: 9
Six (6) White females, one (1) Black male, one (1) Hispanic female and one (1) Two or more races male.

The selected candidate (WF) declined the offer and accepted another position.

The selected candidate (WF) had experience designing and implementing comprehensive annual giving and leadership strategies. She had experience managing a portfolio of leadership donors and prospects utilizing CRM tools and touchpoint plans. She provided some examples of working collaboratively to coordinate events and how she built relationships internally and externally to achieve goals. She also had experience supervising and training staff, students and volunteers. She worked with design tools and Microsoft Office products.

14. Director of Corporate and Foundation Relations **1 WF**

Qualifications: Bachelor's degree required plus a minimum of five (5) years of related corporate and foundation development experience. Through understanding of all approaches and techniques used in the development process for Corporations and Foundations, including prospect identification and research, relationship building, solicitation, and stewardship. Successful candidates will have strong communication skills, superb writing skills, independent judgement processes, attention to detail, project management skills and the ability to follow instructions. The ability to take the initiative and work independently is a must. Must have the ability to manage complex tasks and meet deadlines. These qualifications may be waived for individuals with appropriate alternative experience.

Preferred Qualifications: Master's degree preferred. Knowledge pf University programs. Knowledge of Blackboard Raiser's Edge and proficiency in Microsoft office is preferred.

Applicants: 13
Five (5) White males, six (6) White females and **two (2) Hispanic males**.

Applicants Rejected: 6
Five (5) White males, and one (1) White female.

Explanation of Goal Candidates not selected:

Two (2) White males did not submit the required cover letter and letters of reference.

Three (3) White males did not have the required five (5) years of related corporate and foundation development experience.

Interviewed: 7
Five (5) White females and **two (2) Hispanic males**

Explanation of Goal Candidates not selected:

Two (2) Hispanic males withdrew after the interview because they were both offered other positions.

The selected candidate (WF) worked with the City of New Haven with a large portfolio and knowledge, skills, connections and experience within the Greater New Haven and Connecticut region. She had experience with State, federal funds and had experience with stakeholders, foundations and corporate relations. She was proficient with Microsoft Office products.

15. Associate Director of Annual Giving **1 WF**

Qualifications: Bachelor's degree and four years/ experience in Higher Education or nonprofit organization required. Evidence of leadership ability as represented by experience as a project facilitator, trainer, fundraiser or similar position and effectiveness in working with diverse individuals in a team-oriented environment. An equivalent combination of credentials and/or experience may also be considered.

Preferred Qualifications: Experience in institutional development and alumni relations preferred. Familiarity with Raisers Edge, other fundraising and nonprofit software is considered a plus.

Applicants: 6
Two (2) White males, one (1) White female, two (2) Black females and **one (1) AAIANHNPI female.**

Applicants Rejected: 0

Interviewed: 6
Two (2) White males, one (1) White female, two (2) Black females and **one (1) AAIANHNPI female.**

Explanation of Goal Candidates not selected:
One (1) White male did not demonstrate how his present work experience and skills could be utilized in this position. He did indicate that he thought he was interviewing for a different position and seemed to keep referring to the wrong position and position requirements throughout the interview.

One (1) White male was invited to a second interview and never showed up. The committee members were never notified and all of them attended the scheduled interview without this knowledge in advance.

One (1) AAIANHNPI female withdrew after the interview because she accepted another position.

The selected candidate (WF) had worked with fundraising and stewardship in her present position. She had experience leading and managing campaigns and a volume of volunteers.

She had good communication skills that she was able to demonstrate by providing details with examples of her related work experience and projects she had coordinated. She talked about her relationship building. creative problem-solving skills, and experience with donors and external partners. She also has experience with Raisers Edge, and other fundraising and nonprofit software systems.

16. Director of Marketing and Publication 1 WF
(Christina Levere-#S24-020)

Qualifications: A bachelor's required. At least seven (7) years of experience in publication design and marketing within an academic or professional setting; Five years of supervisory or comparable experience; Extensive knowledge of marketing trends and branding initiatives, including the latest developments in social media. These qualifications may be waived for individuals with appropriate alternate experience.

Preferred Qualifications: A Master's degree is preferred. Experience with writing and editing academic and/or marketing publications is a plus; Experience in developing themes and/or designing University view books, recruitment and registration brochures and institutional and annual reports is desirable; Familiarity with Macintosh desktop publishing experience is preferred; Strong working knowledge of QuarkXpress and InDesign, Photoshop, Illustrator, and related programs on Macintosh platform desirable.

Applicants: 129
Forty-three (43) White males, forty-three (43) White females, seven (7) Black males, fourteen (14) Black females, **six (6) Hispanic males**, four (4) Hispanic females, **one (1) AAIANHNPI male, one (1) AAIANHNPI female,** five (5) Two or more races' males, and **five (5) Two or more races females**.

Applicants Rejected: 120
Forty-two (42) White males, thirty-eight (38) White females, seven (7) Black males, fourteen (14) Black females, **five (5) Hispanic males**, four (4) Hispanic females, **one (1) AAIANHNPI male, one (1) AAIANHNPI female,** three (3) Two or more races' males, and **five (5) Two or more races' females**.

Explanation of Goal Candidates not selected:
Ten (10) White males and **one (1) Two or more races female** did not have a Bachelor's degree. **Twenty-seven (27) White males, three (3) Hispanic males, one (1) AAIANHNPI male and two (2) Two or more races' females** did not have the required seven (7) years of experience in publication design and marketing within an academic or professional setting.

Six (6) White males, two (2) Hispanic males, one (1) AAIANHNPI female, and three (3) Two or more races' females submitted an incomplete application and omitted the required references.

Interviewed: 9
One (1) White male, five (5) White females, **one (1) Hispanic male,** and two (2) Two or more races' males.

Explanation of Goal Candidates not selected:
One (1) White male and **one (1) Hispanic male** withdrew after the interviews because they accepted other positions.

The selected candidate (WF) had experience developing and executing strategic marketing plans and driving brand growth and brand awareness in higher education.

She has graphic design skills and experience in public relations, writing and editing. She also has experience developing, overseeing and defending brand standards in corporate and educational settings.

17. Accounting & Budget Assistant **1 WF**

Qualifications: Bachelor's degree required; One (1) year of financial experience; Demonstrated strong oral and written communication skills, as well as strong interpersonal skills are required; Demonstrated knowledge and ability to utilize enterprise software and Microsoft Office skills are required; Alternate credentials and/or experience demonstrating an ability to perform the job functions will be considered in lieu of these requirements.

Preferred Qualifications: Higher education experience. Experience with Banner and CORE-CT.

Applicants: 5
One (1) White male, two (2) White females, one (1) Black female and **one (1) AAIANHNPI female.**

Applicants Rejected: 0

Interviewed: 5
One (1) White male, two (2) White females, one (1) Black female and **one (1) AAIANHNPI female.**

Explanation of Goal Candidates not selected:
One (1) White male was not able to demonstrate how his present related work knowledge and skills could be applied to this position. He did not have experience with financial software like CORE-CT and indicated that he had not done any financial transactions regarding purchasing and accounts payable. He also did not have higher education knowledge or experience.

One (1) AAIANHNPI female withdrew from consideration after the interview process because she accepted another position.

The selected candidate (WF) had work experience in Accounting and Purchasing support. She had good communication skills and was able to demonstrate her organizational skills with some examples she provided to answer the interview questions. She had experience with Banner and CORE-CT financial modules, and she handled the P-Card reconciliation information and reports for audits. She also had worked in higher education.

18. Assistant Registrar- Degree Auditor **1 WF**

Qualifications: Bachelor's degree. At least three years of experience in a university demonstrates ability to maintain detailed records, interpret and apply rules and policies, and to relate effectively to students and staff required.
Proficiency in the use of computer applications is essential (e.g. Excel, Access, Word). Excellent communication skills required. Incumbents with an equivalent combination of skills and experience may be considered.

Preferred Qualifications: Master's degree preferred.

Applicants: 2
Two (2) White females

Applicants Rejected: 0

Interviewed: 2
Two (2) White females

The position was announced to SUOAF members for ten days and was filled by an active member of SUOAF.

The selected candidate (WF) had higher education, customer service experience and good communication skills dealing with students, parents, faculty, and staff. She had experience working with a variety of computer systems and Microsoft Office suite. She also had experience with enrollment services, registrar functions, and ensured accurate maintenance, updates and troubleshooting of student records.

19. Coordinator of Academic Resources Affairs **1 WF**

Qualifications: Master's degree in Business, Mathematics, Accounting, or relevant discipline. Four years of progressively more responsible experience in managing the fiscal resources of a large, complex organization. Experience with current version of Windows, all programs within MS Office, Banner, and other relevant administrative software and the ability to use such programs to prepare effective reports and analyze information. Must be highly proficient in MS Excel. Excellent oral and written communication skills. Ability to work effectively with individuals at different levels in the organizational structure. Demonstrated ability to collaborate across units in the university.

Applicants: 1
One (1) White female

Applicants Rejected: 0

Interviewed: 1
One (1) White female

The selected candidate (WF) was qualified and had SUOAF rights to the position. She transferred in from Western Connecticut State University.

20. Assistant Director of UAP **1 BM**

Qualifications: Bachelor's degree and three (3) years of full time related experience; demonstrated skill and ability to provide academic and personal advising and support to underserved students (e.g. First -generation, academically underprepared, lower-income, etc; strong communication and organizational skills; a clear commitment to social justice and anti-racism, with a high degree of cultural awareness and a respect for a diversity of identities and experiences.

Preferred Qualifications: Master's degree in counseling, student development, or related field; experience advising/teaching underserved students, working knowledge of university recruitment and financial aid policies, and experience with program development and mentoring is preferred.

The position was announced to SUOAF members for ten days and was filled by an active member of SUOAF.

Applicants: 5
Three (3) Black males, one (1) Black female and **one (1) Hispanic male**.

Applicants Rejected: 0

Interviewed: 5
Three (3) Black males, one (1) Black female and **one (1) Hispanic male**.

Explanation of Goal Candidates not selected:
One (1) Hispanic male withdrew from consideration after the interviews because he accepted another position.

The selected candidate (BM) had experience assisting in the development of a non-profit organization and spearheaded the funding for the operational costs and completed the by-laws and articles of incorporation. He developed and implemented community outreach programming that addressed at risk families and youth, and he worked with CARE's outreach team to distribute educational messaging, materials, and collaborative relationships with local businesses, hospitals and colleges. He had established marketing strategies that ensured the highest quality and cost-effective supplies and goods used at all sponsored events. He maintained an events calendar for sponsored events to ensure continuous marketing efforts were scheduled throughout the calendar year. He was also a supervisor over office support staff.

21. Transfer Services Assistant **1 BF**

Qualifications: Bachelor's degree and two years of higher education student service experience. Demonstrated ability to handle varied and confidential information, organize and perform detailed work, and multitask while demonstrating exemplary customer service skills. Demonstrated ability to communicate and share information effectively with a variety of people and groups. Demonstrated experience using Microsoft Office Suite.

Preferred Qualifications: Experience with higher education transfer process, document imaging and student information systems.

Applicants: 18
One (1) White male, nine (9) White females, four (4) Black females, **one (1) Hispanic male, two (2) AAIANHNPI females and one (1) Two or more races' female.**

Applicants Rejected:10
One (1) White male, five (5) White females, one (1) Black female, **one (1) Hispanic male**, **one (1) AAIANHNPI female and one (1) Two or more races' female.**

Explanation of Goal Candidates not selected:
One (1) White male did not include the required cover letter and three (3) references.

One (1) Hispanic male, one (1) AAIANHNPI female and One (1) Two or more races' female did not have the required two (2) years of higher education student service experience.

Interviewed: 8
Four (4) White females, three (3) Black females, and **one (1) AAIANHNPI female.**

Explanation of Goal Candidates not selected:

One (1) AAIANHNPI female was not able to demonstrate her knowledge and skills related directly to the transfer process and she could not provide any examples of working with confidential student data or related computer systems.

The selected candidate (BF) worked with transfer admissions, transfer credits, confidential student records and she also worked with transfer technology and software data systems. She had good customer service skills, and she also worked with a variety of computer systems and was proficient using Microsoft Office products.

22. Assistant Director of Admissions **1 BF**

Qualifications: Bachelor's degree and at least three years of experience in higher education environment required; Demonstrated high quality interpersonal communication skills and ability to master administrative functions; Demonstrated ability to grasp knowledge of and communicate information about all academic programs offered to the University.

Preferred Qualifications: Master's degree preferred.

Applicants: 21
Two (2) White males, seven (7) White females, four (4) Black males, five (5) Black females, one (1) Hispanic female and **two (2) AAIANHNPI females**.

Applicants Rejected: 9
One (1) White female, two (2) Black males, four (4) Black females, and **two (2) AAIANHNPI females**.

Explanation of Goal Candidates not selected:
Two (2) AAIANHNPI females did not have the required three years of experience in higher education environment.

Interviewed: 12
Two (2) White males, six (6) White females, two (2) Black males, one (1) Black female, and one (1) Hispanic female.

Explanation of Goal Candidates not selected:
One (1) White male provided the same examples to several questions asked regarding customer service and communication skills and directing an admissions department. The example he provided was not able to demonstrate experience at a position of this level.

One (1) White male's present experience is in the financial aid area and did work with the admissions department in another university more than five years ago. He only provide examples of work experience related to financial aid and not admissions. He was not able to state how hs present work experience would be transferrable to the duties of this position.

The selected candidate (BF) demonstrated her customer service and communication skills by providing some examples of working with first year students and she contributed to a smooth transition for these students to come to college. She conducted monthly meetings for the academic probation advisement process. She detailed her technology experience with Microsoft products, Simplicity, Banner, Slack, and Zoom.

23. Residence Life Coordinator **1 BF**

Qualifications: Master's degree in student personnel, student affairs, counseling, higher education or related area; Minimum of three years as a Residence Hall Director; Excellent written and verbal communication; organization; and problem-solving skills; Demonstrated effectiveness at independently managing projects and working collaboratively as a member of a team;

Strong interpersonal skills and capacity for building partnerships across campus; working knowledge of student development theory and best practices in residence life; and Direct experience working successfully with diverse populations, demonstrating multicultural awareness and a clear passion for working at a university with a mission of social justice.

Preferred Qualifications:
Experience developing residence hall communities, providing educational and personal support for students; Experience responding to student concerns and behaviors,; Experience with advising student organizations; and Experience with faculty and administrative management, and participation in department initiatives and campus life.

Applicants: 12
Three (3) White males, one (1) White female, two (2) Black males, five (5) Black females, and one (1) Hispanic female.

Applicants Rejected: 8
Three (3) White males, two (2) Black males, and three (3) Black females.

Explanation of Goal Candidates not selected:
Two (2) White males did not have the required Master's degree in student personnel, student affairs, counseling, higher education or related area and also did not have a minimum of three (3) years as a Residence Hall Director.

One (1) White male did not submit the required application package and did not submit the required cover letter and references.

Interviewed: 4
One (1) White female, two (2) Black females and one (1) Hispanic female.

The selected candidate (BF) had good organizational skills and gave examples of how she manages complex tasks and her workload. She had good problem-solving skills and had experience supervising students. She had direct residence life experience from Albertus Magnus College which included recruitment, training, supervised and conducted personnel evaluations of Resident Assistants (Graduate students). She worked with First-Year Experience students and some initiatives focused on academic and career success, relationship building and collaborating with campus partners.

24. Associate Director of Residence Education **1 BF**

Qualifications: A master's degree in Higher Education, Student Personnel or a related field is required; A minimum of five years of experience in residence life demonstrating ability to relate effectively to students, excellent communication and organizational skills, and broad knowledge of residence life programs. The position required a highly motivated person with the ability to work independently, excellent written and verbal communication, strong interpersonal skills, attention to detail and problem-solving skills. Ability to work in a continuously changing organization and be highly motivated,

Preferred Qualifications: Experience implementing living learning programs, themed housing and developing community is preferred. Preference is given to candidates with previous experience supervising professional and student staff.

Applicants: 23
Two (2) White males, six (6) White females, three (3) Black males, five (5) Black females, **two (2) Hispanic males**, one (1) Hispanic female, two (2) Unknown males and two (2) Unknown females.

Applicants Rejected: 17
Two (2) White males, two (2) White females, three (3) Black males, three (3) Black females, **two (2) Hispanic males**, one (1) Hispanic female, two (2) Unknown males and two (2) Unknown females.

Explanation of Goal Candidates not selected:
Two (2) White males and two (2) Hispanic males did not have the five years of experience in residence life demonstrating ability to relate effectively to students.

Interviewed: 6
Four (4) White females and two (2) Black females.

The selected candidate (BF) had experience with residential life and housing. She worked directly with Title IX requirements and conducted investigations. She supervised professional staff and student workers. She also had experience with building campus relationships and leveraging the capacity of the residence department in her present position. She also was knowledgeable of safety requirements and referral resources for students.

25. Residence Hall Director **1 BF**

Qualifications: Bachelor's degree; Additional requirements include demonstrated commitment and ability to create just, equitable, inclusive communities where students feel welcomed and supported; Strong written and verbal communication, organization, and problem-solving skills; Ability to work collaboratively with others; Effective ability to motivate others and build teams; Understanding of and commitment to a holistic approach to college student development.

Preferred Qualifications: Master's degree in student Personnel, Student Affairs or Higher Education preferred; Knowledge and/or skills that include leadership: supervision; program development and delivery; conflict resolution, restorative justice and mediation.

Applicants: 38
Six (6) White males, ten (10) White females, five (5) Black males, eight (8) Black females, **one (1) Hispanic male**, seven (7) Hispanic females, one (1) Unknown unknown.

Applicants Rejected: 30
Four (4) White males, ten (10) White females, three (3) Black males, six (6) Black females**, one (1) Hispanic male**, five (5) Hispanic females, one (1) Unknown unknown.

Explanation of Goal Candidates not selected:
Two (2) White males and **one (1) Hispanic male** applied after the closing date.
Two (2) White males did not submit the complete application package and omitted the required cover letter and references.

Interviewed: 8
Two (2) White males, two (2) Black males, two (2) Black females and two (2) Hispanic females.

Explanation of Goal Candidates not selected:
One (1) White male withdrew after the interview because he was offered another position.

One (1) White male provided an answer to an interview question regarding supervision, and he said that he always holds his staff accountable and that is it. He did not say how he would help dissipate student and staff issues and concerns. He could not provide other examples regarding mediation and conflict resolution.

The selected candidate (BF) articulated her related work experience and compatible skills during her interview process. She was able to demonstrate how her Public Health experience showed how she could address equity issues among diverse students. She advocated for equity within student housing assignments and accessed proper resources for students facing equity issues. She had good organizational skills and gave examples of how she manages multiple priorities in her present position.

26. Director of Information Systems Technology Administration 1 BF

Qualifications: A Bachelor's degree from an accredited institution supplemented by a minimum of six (6) years of related experience is required.

Preferred Qualifications: Master's degree is preferred.
Bachelor's degree in Business Administration, Management, Technology or related field from an accredited institution supplemented by six (6) years of experience in technology -related business operations including project management, budget planning, financial management, technology roll-out planning and supervision, vendor relations, facilities planning, office systems and process design, and contract management is preferred.

Applicants: 92
Forty-eight (48) White males, eight (8) White females, eleven (11) Black males, five (5) Black females, **four (4) Hispanic males**, one (1) Hispanic female, **eight (8) AAIANHNPI males, one (1) AAIANHNPI female,** three (3) Two or more races' males, **two (2) Two or more races' females**, and one (1) Unknown unknown.

Applicants Rejected: 89
Forty-seven (47) White males, eight (8) White females, ten (10) Black males, four (4) Black females, **four (4) Hispanic males,** one (1) Hispanic female, **eight (8) AAIANHNPI males, one (1) AAIANHNPI female,** three (3) Two or more races' males, **two (2) Two or more races' females**, and one (1) Unknown unknown.

Explanation of Goal Candidates not selected:
Thirty-four (34) White males, two (2) Hispanic males, five (5) AAIANHNPI males, and one (1) Two or more races' female did not submit a complete application and were missing the required cover letter and references.

Thirteen (13) White males, two (2) Hispanic males, three (3) AAIANHNPI males, one (1) AAIANHNPI female and one (1) Two or more races' female did not have the required six (6) years of IT experience.

Interviewed: 3
One (1) White male, one (1) Black male and one (1) Black female.

Explanation of Goal Candidates not selected:
One (1) White male provided examples of his present management position that has taken him away from a hands-on approach to learning new technology tools over the last several years. He did not have any recent examples of having knowledge to handle directing the information systems technology administration.

The selected candidate (BF) had IT experience and handled operations and audits. She had good communication skills and talked about working with clients and stakeholders. She also talked about her management style and provided examples of her experience meeting deadlines and working under pressure.

27. HR Business Partner **1 HF**

Qualifications: Bachelor's degree in a relevant field. Four (4) to six (6) years of strong Human Resources business partner or generalist experience and/or labor relations experience, including at least two (2) years of experience in a unionized environment. Experience conducting employment-related investigations and administering collective bargaining agreements. Strong knowledge of labor relations laws, regulations and requirements. Strong knowledge of principles and processes associated with the entire employment lifecycle, including recruitment, hiring, benefits, training, classifications and compensation, performance and discipline, and termination. Up to date knowledge of applicable state and federal employment and labor laws, governmental compliance requirements, and employment related policies and procedures. Ability to manage multiple priorities, meet deadlines, and deliver exceptional customer service. Excellent written, verbal, and interpersonal communication skills, including experience designing and delivering presentations and training. Demonstrated ability to work on project teams to facilitate process improvements. Ability and willingness to maintain strict confidentiality and high standards of ethics and fairness in the execution of HR duties; ability to conduct business in a manner consistent with university and HR core values.

Preferred Qualifications: Master's degree and/or SPHR certification. Experience supervising employees in an HR environment and experience in a higher education or public institutional setting is preferred.

Applicants: 12
One (1) White female, three (3) Black females, one (1) Hispanic female, three (3) Unknown males, and four (4) Unknown females.

Applicants Rejected: 6
One (1) White female, two (2) Unknown males, and three (3) Unknown females.

Interviewed: 6
Three (3) Black females, one (1) Hispanic female, one (1) Unknown male and one (1) Unknown female.

The selected candidate (HF) worked for the Connecticut State Colleges and Universities (CSCU) as a Human Resources Manager. She had provided guidance regarding the HR operations to campuses and divisions throughout the System Office. She had experience with employee and labor relation issues and conducted employment-related investigations and makes recommendations for discipline and other appropriate action. She had knowledge of HR laws, policies, procedures, and collective bargaining agreements related to the day-to-day management of employees.

She also provided examples of her experience handling employee complaints and union grievances. She was able to show the steps that she would take to resolve the issues.

CLASSIFIED HIRES

All openings were first run through the state layoff SEBAC list. Once the layoff list was exhausted, positions were posted to union members within the statewide AFL-CIO administrative clerical (NP-3) and service maintenance (NP-2) bargaining unit to apply for promotional or lateral positions and then they are advertised externally. Positions are placed on the SCSU, CSCU and DAS websites.

Category 4
Secretarial/Clerical Varied
Hiring goals: 11WF, 1 HM
Hires: 2 (2WF)

1. Administrative Assistant **1 WF**

This appointment achieved a hiring goal

Minimum Qualifications: Four (4) years of experience above the routine clerk level in office support or secretarial work.

Special Qualifications: One (1) year of General Experience must have been as a Secretary 2 or its equivalent.

Preferred Qualifications: Experience in a higher education setting; considerable interpersonal skills; considerable knowledge of: Office administration and management; Department and/or unit policies and procedures; proper grammar, punctuation and spelling; Business communication; Business math; Ability to operate equipment which includes personal computers and other electronic equipment; Ability to operate office suite software; Ability to take notes (shorthand, speedwriting or other method acceptable to manager); Experience with Microsoft Office Suite, including Word, Excel, Access, PowerPoint and Outlook; Experience with managing an office calendar including Microsoft Teams, for arranging and coordinating meetings; Experience with Banner and managing and reconciling budget, travel, and expenses; Experience processing confidential and time sensitive records; Experience with front end reception and providing excellent customer service, including pleasant telephone and reception demeanor (Answering phones, screening calls, and transferring as needed, greeting, and directing students, customers, visitors, and/or vendors.

Applicants: 383
Twenty-three (23) White males, **one hundred forty seven (147) White females**, thirteen (13) Black males, sixty-nine (69) Black females, **four (4) Hispanic males**, seventy (70) Hispanic females, seven (7) AAIANHNPI males, twelve (12) AAIANHNPI females, one (1) Two or more races' male, fifteen (15) Two or more races' females, four (4) Unknown males, nine (9) Unknown females, and nine (9) Unknown Unknowns.

Applicants Rejected: 369
Twenty-two (22) White males, **one hundred forty three (143) White females**, thirteen (13) Black males, sixty-seven (67) Black females, **three (3) Hispanic males**, sixty-nine (69) Hispanic females, seven (7) AAIANHNPI males, twelve (12) AAIANHNPI females, one (1) Two or more races' male, thirteen (13) Two or more races' females, four (4) Unknown males, seven (7) Unknown females, and nine (9) Unknown Unknowns.

Interviewed: 13
One (1) White male, **four (4) White females**, two (2) Black females, **one (1) Hispanic male**, one (1) Hispanic female, two (2) Two or more races' females, and two (2) Unknown females.

The selected goal candidate (WF) had secretarial and administrative assistant experience and managed supervisors' calendars, scheduled meetings and had good computer skills using Microsoft Outlook, Word, Excel and PowerPoint. She helped develop forms and monthly statistical reports and handled purchase orders and travel authorizations. She handled mass mailings and mail merger projects to send informational notices. **This appointment achieved a hiring goal.**

2. Office Assistant **1 WF**

This appointment achieved a hiring goal.

Qualifications: Two (2) years of general clerical work experience.
Preferred Qualifications: Experience with electronic record filing systems; Experience with Microsoft Office (Word, Excel, Outlook, Teams) and Adobe; Experience working within education and in a fast-paced and deadline -oriented environment; Experience and comfort working with several competing deadlines; Experience preparing oral and written communication for in-person, telephone, and email to answer routine policy and procedure questions; Experience working with outside partners to complete necessary tasks; and Experience organizing a calendar for important deadlines and multi-step procedures.

Applicants: 309
Eighteen (18) White males, **ninety-eight (98) White females**, eight (8) Black males, sixty-nine (69) Black females, **four (4) Hispanic males**, sixty-seven (67) Hispanic females, five (5) AAIANHNPI males, ten (10) AAIANHNPI females, two (2) Two or more races 'males, eleven (11) Two or more races' females, two (2) Unknown males, twelve (12) Unknown females, and three (3) Unknown unknowns.

Applicants Rejected: 301
Seventeen (17) White males, **ninety-two (92) White females**, eight (8) Black males, sixty-nine (69) Black females, **four (4) Hispanic males**, sixty-seven (67) Hispanic females, five (5) AAIANHNPI males, ten (10) AAIANHNPI females, two (2) Two or more races 'males, eleven (11) Two or more races' females, two (2) Unknown males, eleven (11) Unknown females, and three (3) Unknown unknowns.

Interviewed: 8
One (1) White male, **six (6) White females**, and one (1) Unknown female.

The selected goal candidate (WF) had experience with customers service and dealt with challenging clients. She provided examples of her good communication and listening skills. She explained how she has experience handling multiple office projects and assignments. She was experienced using Microsoft Office products, Outlook and had experience with office equipment maintenance and contracts. **This appointment achieved a hiring goal.**

Secretary 2
Hiring goals: 2WM, 2WF, 1BM, 2HM, 1 AAIANHNPI M, 1 AAIANHNPI F
Hires: 3 (2BF, HF)

1.Secretary 2 **1 BF**
(Roxanne McCabe)-#C24-013 Social Work)

Minimum Qualifications – General Experience: Three (3) years' experience above the routine clerk level in office support or secretarial work. **Minimum Qualifications – Special Experience:** One (1) year of the General Experience must have been as a Secretary 1 or its equivalent. **Minimum Qualifications – Substitutions Allowed:** 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 Qualifications: Proficiency in social work principles; Experience utilizing Microsoft Office products (create calendars, schedules, budgets, etc.); Experience with Adobe software (generating PDF's, creating fillable PDF's, adding electronic signatures, etc.); General experience with webpage design; Experience managing content on social media platforms; Excellent interpersonal skills to engage with all stakeholders including, but not limited to, students, staff, faculty, administration, alumni, and advisory boards, is essential; Experience working closely and effectively with undergraduate assistants, research assistants, graduate assistants, student workers, etc.; Event planning/coordination; Unwavering commitment to accuracy and precision in all professional tasks and responsibilities; Problem-solving skills, with experience anticipating potential issues and implementing effective solutions; Adaptability to adjust to new tools, platforms, etc; and Strong organizational experience in managing and prioritizing multiple projects efficiently. .

Applicants: 195
Five (5) White males, fifty-five (55) White females, **five (5) Black males**, sixty-three (63) Black females, **five (5) Hispanic males**, thirty-one (31) Hispanic females, **one (1) AAIANHNPI male, two (2) AAIANHNPI females**, fifteen (15) Two or more races' females, one (1) Unknown male, eight (8) Unknown females, four (4) Unknown unknowns.

Applicants Rejected: 190
Five (5) White males, fifty-four (54) White females, **five (5) Black males**, sixty (60) Black females, **five (5) Hispanic males**, thirty-one (31) Hispanic females, **one (1) AAIANHNPI male, two (2) AAIANHNPI females**, fifteen (15) Two or more races' females, eight (8) Unknown females, four (4) Unknown unknowns.

Explanation of Goal Candidate rejected:
The following **Five (5) White males, fifty-four (54) White females**, **five (5) Black males, five (5) Hispanic males, one (1) AAIANHNPI male, and two (2) AAIANHNPI females**, answered "no" to one or more of the following referral questions regarding the preferred qualifications and were eliminated. The referral questions were:

1. Are you able to work in person, Monday-Friday? If you answered yes to the previous question, please explain. If you answered no, please indicate N/A.
2. Are you proficient in Microsoft Office 360 (Word, Excel, Outlook, PowerPoint, TEAMS)? If you answered yes to the previous question, please explain your experience using Microsoft Office 360 (Word, Excel, Outlook, PowerPoint, TEAMS). If you answered no, please indicate N/A.

3. Do you have professional experience maintaining confidentiality of records and information? If you answered yes to the previous question, please explain your professional experience maintaining confidentiality of records and information. If you answered no, please indicate N/A.
4. Do you have experience with Adobe software? If you answered yes to the previous question, please explain your experience with Adobe software. If you answered no, please indicate N/A.

Interviewed: 5
One (1) White female, three (3) Black females and one (1) Unknown male

Explanation of Goal Candidate rejected:
One (1) White female withdrew after the interview process because she was offered another Secretary 2 position.

The selected candidate (BF) had nineteen years of experience in medical administration and support roles and was presently working at Yale New Haven Hospital Troop School Health Center. She had experience working with confidential medical records, chart management, billing, scheduling and she supervised office staff. She was knowledgeable with medical terminology and electronic medical record systems. She also worked with Microsoft Office Products, TEAMS, Adobe software, and Outlook.

2.Secretary 2 **1 BF**

Minimum Qualifications – General Experience: Three (3) years' experience above the routine clerk level in office support or secretarial work. **Minimum Qualifications – Special Experience:** One (1) year of the General Experience must have been as a Secretary 1 or its equivalent. **Minimum Qualifications – Substitutions Allowed:** 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 Qualifications: Experience working with Microsoft Office and Microsoft Teams; Experience ordering, managing and tracking office and special event supplies; Experience working in a fast-paced environment, managing multiple tasks and prioritizing office workflow; Experience planning and supporting events and executing special projects; Effective communication skills, both orally and in writing; Demonstrates a high level of customer service and initiative; A proven ability to work independently, as well as with a team.

Applicants: 28
One (1) White male, thirteen (13) White females, one (1) Black male, five (5) Black females, one (1) Hispanic female, four (4) Two or more races' females, one (1) Unknown male, two (2) Unknown females,

Applicants Rejected: 24
One (1) White male, eleven (11) White females, one (1) Black male, four (4) Black females, four (4) Two or more races' females, one (1) Unknown male, and two (2) Unknown females.

Explanation of Goal Candidate rejected:

The following **One (1) White male, eleven (11) White females, one (1) Black male** answered "no" to one or more of the following referral questions regarding the preferred qualifications and were eliminated. The referral questions were:

1. Are you able to work in person, Monday-Friday? If you answered yes to the previous question, please explain. If you answered no, please indicate N/A.
2. Are you proficient in Microsoft Office 360 (Word, Excel, Outlook, PowerPoint, TEAMS)? If you answered yes to the previous question, please explain your experience using Microsoft Office 360 (Word, Excel, Outlook, PowerPoint, TEAMS). If you answered no, please indicate N/A.
3. Do you have professional experience maintaining confidentiality of records and information? If you answered yes to the previous question, please explain your professional experience maintaining confidentiality of records and information. If you answered no, please indicate N/A.
4. Do you have experience with Adobe software? If you answered yes to the previous question, please explain your experience with Adobe software. If you answered no, please indicate N/A.

Interviewed: 4
Two (2) White females, one (1) Black female and one (1) Hispanic female.

Explanation of Goal Candidate rejected:
Two (2) White females withdrew from consideration after the interview because they both accepted other clerical positions at other State agencies.

The selected candidate (BF) demonstrated her communication and interpersonal skills when she provided examples of dealing with staff, managers, leadership employees and community members. She also provided information to highlight her relevant computer skills, social media experience and knowledge of Microsoft Office Suite products including Word, Excel, Access, PowerPoint, TEAMS, Adobe, and Outlook. She has designed material for her health and wellness department, and she also had higher education experience.

3.Secretary 2 **1 HF**

Minimum Qualifications – General Experience: Three (3) years' experience above the routine clerk level in office support or secretarial work. **Minimum Qualifications – Special Experience:**
One (1) year of the General Experience must have been as a Secretary 1 or its equivalent.
Minimum Qualifications – Substitutions Allowed: 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 Qualifications: Experience working with Microsoft Office and Microsoft Teams; Experience ordering, managing and tracking office and special event supplies; Experience working in a fast-paced environment, managing multiple tasks and prioritizing office workflow; Experience planning and supporting events and executing special projects; Effective communication skills, both orally and in writing; Demonstrates a high level of customer service and initiative; A proven ability to work independently, as well as with a team.

Applicants: 99
Five (5) White males, twenty-nine (29) White females, **five (5) Black males**, thirty-one (31) Black females, **three (3) Hispanic males**, thirteen (13) Hispanic females, **one (1) AAIANHNPI male, two (2) AAIANHNPI females**, four (4) Two or more races females, one (1) Unknown male, three (3) Unknown females, two (2) Unknown unknowns

Applicants Rejected: 85
Four (4) White males, twenty-five (25) White females, **five (5) Black males**, twenty-six (26) Black females, **two (2) Hispanic males**, twelve (12) Hispanic females, **one (1) AAIANHNPI male, two (2) AAIANHNPI females**, two (2) Two or more races' females, one (1) Unknown male, three (3) Unknown females, two (2) Unknown unknowns

Explanation of Goal Candidate rejected:

The following **Four (4) White males, five (5) Black males**, **two (2) Hispanic males**, **one (1) AAIANHNPI male, and two (2) AAIANHNPI females** answered "no" to one or more of the following referral questions regarding the preferred qualifications and were eliminated. The referral questions were:

1. Are you able to work in person, Monday-Friday? If you answered yes to the previous question, please explain. If you answered no, please indicate N/A.
2. Are you proficient in Microsoft Office 360 (Word, Excel, Outlook, PowerPoint, TEAMS)? If you answered yes to the previous question, please explain your experience using Microsoft Office 360 (Word, Excel, Outlook, PowerPoint, TEAMS). If you answered no, please indicate N/A.
3. Do you have professional experience maintaining confidentiality of records and information? If you answered yes to the previous question, please explain your professional experience maintaining confidentiality of records and information. If you answered no, please indicate N/A.
4. Do you have experience with Adobe software? If you answered yes to the previous question, please explain your experience with Adobe software. If you answered no, please indicate N/A.

Interviewed: 14
One (1) White male, four (4) White females, five (5) Black females, **one (1) Hispanic male**, one (1) Hispanic female, and two (2) Two or more races' females.

Explanation of Goal Candidate rejected:

Four (4) White females were not invited back for a second interview because they were not able to provide direct examples of their work experience or related skills. The search committee asked interview questions related to budgeting, purchasing and computer skills and the candidates did not provide enough information to determine if they had the required experience the department required to fill the position.

One (1) White male and one (1) Hispanic male withdrew from consideration after the interview because they accepted other State positions.

The selected candidate (HF) demonstrated how her skills from her previous job can be used in this department and she gave a few examples during the interview. She was able to show how she was organized and multitasked different office projects. She worked in the Guidance Office and worked directly with students and staff. She had purchasing experience, and She also had experience with Microsoft Office products, including TEAMS, Adobe software, Docu-sign, Google and Outlook.

Category 5
Technical Paraprofessional
Hiring goals: 1WM, 1BF, 1 HF
Hires: 0

No hiring occurred in this job category during the reporting period.

Category 6
Skilled Craft
Hiring goals: 1WF, 1BF, 3HM, 2HF
Hires: 1 (1WM)

1.Stationary Engineer **1 WM**

Minimum Qualifications – General Experience: Three (3) years of experience in operation, maintenance, and repair of steam boilers or of significant auxiliary boiler room or power plant equipment. **Minimum Qualifications – Special Experience: Incumbents** in this case may be required to by the appointing authority to possess and retain appropriate current licenses, permits and/or certifications. **Physical Requirements:** 1. Incumbents in this class must have adequate physical strength, stamina, physical agility and visual and auditory acuity and must maintain such physical fitness as to be able to perform the duties. 2. A physical examination may be required.

Preferred Qualifications: Preference will be given to candidates who possess an S-2, D-2, B-2 License or OE2 certification.

There were no goal candidates that applied for this position.

Applicants: 6
Two (2) White males, two (2) AAIANHNPI males, one (1) Two or more races' male, and one (1) Unknown male.

Applicants Rejected: 0

Interviewed: 6
Two (2) White males, two (2) AAIANHNPI males, one (1) Two or more races' male, and one (1) Unknown male.

The selected candidate (WM) had engineering experience and was able to answer all aspects of the interview showing his knowledge of the required skills. He worked with the Branford Board of Education in the Maintenance Department and worked on small scale boilers and explained how he went about handling repairs and how he knew how to operate and repair a variety of mechanical equipment. He was also knowledgeable about OSHA approved methods and regulations.

Category 7 – Maintenance
Service Maintenance- Varied
Hiring goals: 1WM, 1WF, 1 BF
Hires: 0

No hiring activity occurred during the reporting period.

Custodians
Hiring goals: 5WM, 10WF, 6HM, 6HF, 1 AAIANHNPI F
Hires: 3 (1WF, 1BM, 1HM)

1.-3. Custodian **1WF, 1BM, 1HM**

The appointment of 1WF and 1HM achieved hiring goals.

Qualifications: Any experience and training which would provide the knowledge, skills and abilities listed above. **Preferred Qualifications:** Professional experience buffing floors and using a Tennant machine. **Special Requirements:** Incumbents in this class may be required by the appointing authority to possess and retain appropriate current licenses, permits, and/or certifications. **Physical Requirements:** 1. Incumbents in this class must have adequate physical strength, stamina, physical agility, and visual and auditory acuity, and must maintain such physical fitness as to be able to perform the duties of the class.2. A physical examination may be required.

Applicants: 46
Twelve (12) White males, two (2) White females, eight (8) Black males, six (6) Black females, **four (4) Hispanic males, four (4) Hispanic females**, one (1) AAIANHNPI male**, one (1) AAIANHNPI female,** two (2) Two or more races' males, three (3) Unknown males, one (1) Unknown female and two (2) Unknown unknowns.

Applicants Rejected: 31
Ten (10) White males, five (5) Black males, three (3) Black females, **two (2) Hispanic males, two (2) Hispanic females**, **one (1) AAIANHNPI female,** two (2) Two or more races' males, three (3) Unknown males, one (1) Unknown female and two (2) Unknown unknowns.

Explanation of Goal Candidates Rejected:
The following **Ten (10) White males, two (2) Hispanic males, two (2) Hispanic females, and one (1) AAIANHNPI female** answered "no" to one or more of the following referral questions regarding the preferred qualifications and were eliminated. The referral questions were:

1. Do you have professional experience buffing floors?
2. If you answered yes to the previous question, please explain your professional experience buffing floors. If you answered no, please indicate N/A.
3. Do you have experience using a Tennant machine?
4. If you answered yes to the previous question, please explain your experience using a Tennant machine. If you answered no, please indicate N/A.
5. Are you available to work 1st shift (6:00 am – 2:00 pm, Monday – Friday)?
6. Are you available to work 2nd shift (2:00 pm – 10:00 pm, Monday – Friday)?
7. Are you available to work 3rd shift (11:00 pm – 7:00 am, Sunday – Thursday)?

Interviewed: 15
Two (2) White males, two (2) White females, three (3) Black males, three (3) Black females, **two (2) Hispanic males, two (2) Hispanic females**, and one (1) AAIANHNPI male.

Explanation of Goal Candidates not selected:

One (1) White male, one (1) White female, and one (1) Hispanic female could not work the required hours of the standard shifts and or any additional hours to cover University events or weekend hours when certain conferences or student and staff event setups. They were all considered for the Part-time positions in the department that had the hours that they were able to cover.

One (1) White male, one (1) Hispanic male and one (1) Hispanic female withdrew from consideration after the interview because they accepted other positions.

The selected candidates (1WF, 1BM and 1HM) were offered positions for different shifts (1st, 2nd and 3rd) and custodial responsibilities. These candidates met the qualifications for the position and were able to provide detailed examples of their knowledge of using custodial equipment and safety procedures. **The appointment of 1WF and 1HM achieved hiring goals.**

Protective Services
Hiring goals: 5WM, 1 AAIANHNPI M
Hires: 3 (1WM, 1WF, 1BF)

1.Police Officer **1 WM**

This appointment achieved a hiring goal.

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

Minimum Qualifications – Substitutions Allowed: Successful completion of prescribed training and probationary requirements set forth in the class of Protective Services Trainee.

Special Requirements: 1. Applicants must be authorized to work lawfully in the United States by date of appointment. 2.Candidates for this class are subject to section standards pursuant to Section 7-294-a-e of the Connecticut General Statutes and the regulations of the Connecticut State Police Officer Standards and Training Council. 3.Incumbents in this class must possess and maintain authority from the Commissioner of Emergency Services and Public Protection to "arrest and present before a competent authority any person for any offense committed within his precinct, (Connecticut General Statutes 29-18 and/or 10a-142). 4.Incumbents in this class must possess and maintain certification as a law enforcement officer in the State of Connecticut pursuant to Section 7-294-a-e of the Connecticut General Statutes and the regulations promulgated by the Connecticut Police Officer Standards and Training Council. Loss of certification will result in removal from the class. 5.Incumbents in this class may be required to maintain certifications pursuant to the regulations of the Connecticut Police Officer and Standards and Training Council and/or agency requirements. 6.Incumbents in this class must possess and maintain a valid Motor Vehicle operator's license. 7. Incumbents in this class may be required to obtain and retain Emergency Medical Technician (EMT) certification. 8.Incumbents in this class must be eligible and qualified to bear arms. 9.Incumbents in this class may be required to travel. 10. Department of Energy and Environmental Protection: Incumbents in this class will be required to obtain and retain a Standard First Aid certificate and CPR certificate and participate in any job-related training sessions. 11.Department of Energy and Environmental Protection: Incumbents in this class must be willing to accept assignments or transfers to any region of the state consistent with departmental policies or stipulations and work a flexible schedule. **Character Requirements:** In addition, to checking references and of facts in the application, a thorough background investigation of each candidate may be made before persons are certified for appointment. **Physical Requirements**: 1. Incumbents in this class must have general good health, be free from any disease or injury which would impair health or usefulness and possess and retain sufficient physical strength, stamina, agility, endurance, and visual and auditory acuity required, to perform the dates of the class.
A physical fitness assessment will be required of all applicants. 2. A comprehensive medical examination, including controlled substance screening, will be required of all applicants upon condition offer of employment. 3. Department of Energy and Environmental Protection: Incumbents in this class must be able to pass a swim test including swimming 100 yards within four (4) minutes.

Applicants: 18
Ten (10) White males, one (1) White female, four (4) Black males, one (1) Black female, and two (2) Hispanic males.

Applicants Rejected: 15
Eight (8) White males, one (1) White female, four (4) Black males, and two (2) Hispanic males.

Interviewed: 3
Two (2) White males and one (1) Black female

The selected goal candidate (WM) successfully passed all background examinations including polygraph, psychological and medical portions of the interview process. He was presently working as a Police Officer and Corporal in the Town of Westport for 25 years. He had experience in a variety of police enforcement work, police reporting and record keeping. **This appointment achieved a hiring goal.**

2.- 3. Protective Services Trainee (Police) 1 WF, 1 BF

Special Requirements: Applicants must be authorized to work lawfully in the United States by date of appointment. 2. Applicants must have a High School diploma or General Educational Development (GED) certification prior to admission to the Connecticut Police Training Academy. 3. During the period as a Police Trainee candidates will be required to complete a course of training to include completion and graduation from the Connecticut Police Training Academy program or its equivalent.4. Appointment to this class will be for a period not to exceed twelve (12) months. Provisional appointment will be made to the target class when formal training has not been completed after twelve (12) months as a Protective Services Trainee (Police). Appointment will be made to the target class after successful completion and graduation of formal training. 5. Applicants in this class must have reached their 21st birthday. 6. Incumbents in this class must possess and retain a valid Motor Vehicle Operator's license. 7. Incumbents in this class may be required to obtain and retain Emergency Medical Technician (EMT) or Paramedic certification.
Character Requirements: In addition to the checking of references and of facts stated in the application, a thorough background investigation of each candidate may be made before persons are certified for appointments.
Physical Requirements: 1. Incumbents in this class must have general good health, be free from any disease or injury which would impair health or usefulness and possess and retain sufficient physical strength, stamina, agility, endurance, and visual and auditory acuity to perform the duties of the class. A physical fitness assessment will be required of all applicants. 2. A comprehensive medical examination, including a controlled substance screening, will be required of all applicants upon a conditional offer of employment.

Applicants: 62
Twenty-six (26) White males, seven (7) White females, eleven (11) Black males, four (4) Black females, eleven (11) Hispanic males, one (1) Hispanic female, and **two (2) AAIANHNPI males.**

Applicants Rejected: 56
Twenty-three (23) White males, six (6) White females, ten (10) Black males, three (3) Black females, eleven (11) Hispanic males, one (1) Hispanic female, and **two (2) AAIANHNPI males.**

Explanation of Goal Candidates Rejected:
Fourteen (14) White males did not submit a complete application package and omitted either the required cover letter or three references.

Seven (7) White males and **two (2) AAIANHNPI males** did not reply to the email inviting them to a virtual interview.

Two (2) White males withdrew from consideration before the interview process began because they accepted other positions.

Interviewed: 6
Three (3) White males, one (1) White female, one (1) Black male and one (1) Black female.

Explanation of Goal Candidates not selected:

One (1) White male did not show up for the Physical Agility test and was automatically eliminated from the interview process.

Two (2) White males withdrew from consideration after they completed the interview process. They both were offered other public safety positions.

The selected goal candidate (WF) had a criminal justice bachelor's degree from Southern Connecticut State University and was a paralegal in her prior position. She had goof communication skills and answered all of the interview questions thoroughly. She also passed each phase of the whole process satisfactorily.

The selected candidate (BF) was a current employee of the Department of Correction. She also had a bachelor's degree in psychology from Charter Oak College. She had good communication skills and answered all of the questions in the interview and provided examples of her related skills. She also passed each phase of the whole process satisfactorily.

PROMOTIONS

Category 1 – Executive Managerial
Promotion goals: None established
Promotion into Category: 1 BF

Promotion into Category:

1.Professor to Associate Dean of STEM 1BF

Qualifications: Doctoral degree in a STEM discipline and three to five years of experience in academic administration, at or above the level of department chairperson, assistant chairperson, or program director.

Preferred Qualifications: College teaching experience is preferred.

Applicants: 3
One (1) Black male, one (1) Black female and one (1) Hispanic female

Applicants Rejected: 0

Interviewed: 3

One (1) Black male, one (1) Black female and one (1) Hispanic female

The selected candidate (BF) had a grant funding background and is currently working on a USDA grant that funded a summer research fellowship program for undergraduates in plant health and protection. 'She had completed a National Science Foundation Postdoctoral Fellowship at the University of California, Berkley. She also gained experience in plant microbe interactions and mycology in research she did at Rutgers University in the Plant Biology Department. She was an active member of the faculty at SCSU and was a Professor in Biology and she chaired the Biology Department for three years.

Category 2 – Faculty
In this category, promotions are governed by the AAUP Collective Bargaining Agreement (Article 4.11). The criteria for promotion set forth in the contract include a terminal degree, years of successful teaching, strong scholarship including publications, and service to the University. A faculty member who wishes to be considered for promotion must submit notification in writing to the Chairperson as well as the Department Evaluation Committee (DEC) Chairperson by the deadline stated in the contract. The submitted materials are reviewed and evaluated by the DEC, the appropriate Dean, and the Promotion and Tenure Committee with each making a recommendation. This procedure for granting promotions is conducted on an annual basis.

Professor
Promotion Goals: 9WF, 5BF, 1HM, 3HF, 2AAIANHNPI M
Promotions into Category: 20 (5WM, **9WF**, **1BF,** 1HF, **2 AAIANHNPI M** and 2 AAIANHNPI F) in accordance with union contract procedures.

12 goals were met with the promotion of 9WF, 1BF, 2 AAIANHNPI M.

Applicants: 20
Five (5) White males, **nine (9) White females, one (1) Black female,** one (1) Hispanic female, **two (2) AAIANHNPI males,** and two (2) AAIANHNPI females**.**

Applicants Rejected: 0

Interviewed: 20
All were interviewed per promotion and tenure procedures.

Promoted: 20
Five (5) White males, **nine (9) White females, one (1) Black female,** one (1) Hispanic female, **two (2) AAIANHNPI males,** and two (2) AAIANHNPI females**.**

Associate Professor
Promotion Goals: 11WF, 1 AAIANHNPI M, 4 AAIANHNPI F
Promotions into Category: 11 (5WM, **3WF**, 2 **(1) AAIANHNPI M, 1 AAIANHNPI F**) in accordance with union contract procedures.

5 goals were met with the promotion of 3WF, 1 AAIANHNPI M and 1 AAIANHNPI F

Applicants: 11
Five (5) White males, **three (3) White females, two (2) AAIANHNPI males,** and **one (1) AAIANHNPI female**.

Applicants Rejected:0

Interviewed: 11
All applicants were interviewed per promotion and tenure procedures.

Promoted: 11
Five (5) White males, **three (3) White females, two (2) AAIANHNPI males,** and **one (1) AAIANHNPI female**.

Assistant Professor
Promotion Goals: None established
Promotions into Category: 0

No promotional activity occurred in the Assistant Professor category during the reporting period.

Coaches
Promotion Goals: None established
Promotions into Category: 0

No promotional activity occurred in the Coaches category during the reporting period.

Category 3
Professional Non-Faculty
Promotion Goals: None established
Promotion into Category: 3 (2WF, 1HF)
Promotion within Category: 11 (2WM, 9WF)

Promotion into category

1.Secretary 2 to Admissions & Field Placement Asst 1 WF

Qualifications: Bachelor's degree; Minimum of two years of experience providing business office support, data management, and customer service; Excellent skills with organization, time management, privatization, and attention to detail; High level of proficiency with oral communication, written communication and diplomacy; Must work effectively with diverse audiences; Ability to balance taking initiative and taking the time to ask clarifying questions; Strong computer skills with a working knowledge of spreadsheets, database applications, and work processing; and Proficiency with Microsoft Suite;

Preferred Qualifications: Master's degree; and Experience in a higher education setting and knowledge of the social work discipline; Demonstrated effectiveness at independently managing projects, working collaboratively, and solving problems is preferred.

Applicants: 24
Two (2) White males, nine (9) White females, three (3) Black males, three (3) Black females, one (1) AAIANHNPI female, five (5) Unknown males and one (1) Unknown female.

Applicants Rejected: 17
One (1) White male, seven (7) White females, three (3) Black males, two (2) Black females, and four (4) Unknown males

Interviewed: 7
One (1) White male, two (2) White females, one (1) Black female, one (1) AAIANHNPI female, one (1) Unknown male and one (1) Unknown female.

The selected candidate (WF) demonstrated her work experience and knowledge of managing data for her team. She provided details of her knowledge of managing work projects, developing Excel spreadsheets and knowledge of other Microsoft products. She gave examples of her customer service and communication skills.

2.Lead Telephone Operator to Voice Services Analyst 1WF

This employee was promoted to Voice Services Analyst. She was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

3. Administrative Assistant to CSU Administrative Assistant 1HF

This employee was promoted to CSU Administrative Assistant. She was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

Promotion within category

1. Senior Associate Athletic Director to Deputy Director of Athletics & Recreation 1WM

This employee was promoted to Deputy Director of Athletics & Recreation. He was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

2. - 4. Assistant Librarian to Associate Librarian 1WM, 2 WF

These employees were promoted to Associate Librarian. They were performing duties at the higher level and were reclassified. No other employees were eligible for this position.

5. Assistant Dir of Social Worker Field Educ to Associate Dir of Field Placement 1 WF

This employee was promoted to Associate Director of Field Placement. She was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

6. Administrative Operations Asst to IT Business Oper Support Admin 1WF

This employee was promoted to IT Business Operations Support Administrator. She was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

7. Assoc Dir of Health and Human Services to Director of Preprofessional Programs 1 WF

This employee was promoted to Director of Preprofessional Programs. She was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

8.Associate Librarian to Librarian 1 WF

This employee was promoted to Librarian. She was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

9.Assistant Registrar to Assistant Director of Pre-Professional Programs 1WF

This employee was promoted to Assistant Director of Preprofessional Programs. She was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

10.Transfer Services Assistant to Assistant Director Transfer Student Services 1WF

This employee was promoted to Assistant Director Transfer Student Services. She was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

11. Bursar to Director of Business Services 1WF

This employee was promoted to Director of Business Services. She was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

Category 4
<u>Secretarial Clerical – Varied</u>
Promotion Goals: 1WF
Promotions into Category: 2 (1WF, 1BF)
Promotion within Category: 1 (HF)

Promotion Into Category:

1.-2. Secretary 2 to Administrative Assistant 1WF, 1BF

A promotional goal was achieved for White female.
Both of these employees were promoted to Administrative Assistant. They were performing duties at the higher level and were reclassified. No other employees were eligible for this position.

Promotion within Category:
1.Office Assistant to Secretary 1 1HF

This employee was promoted to Secretary 1. She was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

<u>Secretary 2</u>
Promotion Goals: 1WF
Promotions into Category: 0

No promotional activity occurred in the Secretary 2 category during the reporting period.

Category 5
<u>Technical Paraprofessional</u>
Promotion Goals: None established
Promotions into Category: 0
Promotion within Category: 0

No promotional activity occurred in the Technical Paraprofessional category during the reporting period.

Category 6
Skilled Craft
Promotion Goals: None established
Promotions into Category: 1 (1BM)
Promotion within Category: 2 (2WM)

Promotion into Category:
1.Maintainer to Skilled Maintainer 1BM

This employee was promoted to Skilled Maintainer. He was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

Promotion within Category:

1.-2. Skilled Maintainer to General Trades Worker 2WM

Both of these employees were promoted to General Trades Worker. They were performing duties at the higher level and were reclassified. No other employees were eligible for this position.

Category 7
Service Maintenance- Varied
Promotion Goals: 1 WM, 1WF
Promotion Into Category: 3 (2 BM, 1HM)
Promotions within Category: 0

Promotion into Category:
1.-2. Custodian to Lead Custodian 2 BM

Both of these employees were promoted to Lead Custodian. They were performing duties at the higher level and were reclassified. No other employees were eligible for this position.

Custodian to Supervising Custodian 1HM

This employee was promoted to Supervising Custodian. He was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

Custodian
Promotion Goals: None established.
Promotions into Category: 0

No promotional activity occurred in the Custodian category during the reporting period.

Protective Services
Promotion Goals: None established.
Promotions into Category: 1 WM
Promotions within Category: 1 HM

Promotion into Category:
1.Secretary 1 to Telecommunications Dispatcher 1 WM

This employee was promoted to Telecommunications Dispatcher. He was performing duties at the higher level and was reclassified. No other employees were eligible for this position.

Promotion within Category:

1.Police Officer to Police Sergeant 1 HM

Minimum Qualifications- General Experience: Three (3) years of experience as a Police Officer in an organized police department or written state service.

Minimum Qualifications- Substitutions Allowed: A Bachelor's degree may be substituted for one (1) year of the General Experience.

Special Requirements: Candidates for this class are subject to selection standards pursuant t Section 7-294-a-e of the Connecticut General Statutes and the regulations of the Connecticut Police Officer Standards and Training Council. Incumbents in this class must possess and maintain authority from the Commissioner of Emergency Services and Public Protection to "arrest and present before a competent authority any person for any offense committed within his precinct". (Connecticut General Statutes 29-18 and/or 10e-142. Incumbents in this class must possess and maintain certification as a law enforcement officer in the State of Connecticut pursuant to Section 7-294-a-e of the Connecticut General Statutes and the regulations promulgated by the Connecticut Police Officer Standards and Training Council. Loss of certification will result in removal from the class. Incumbents in this class must possess and maintain a valid Motor Vehicle Operator's license. Incumbents in this class must be eligible and qualified to bear arms. Incumbents in this class may be required to maintain certifications pursuant to the regulations of the Connecticut Police Officer Standards and Training Council and/or agency requirements. Incumbents in this class may be required to obtain and retain Emergency Medical Technician (EMT) certification. Incumbents in this class may be required to travel.
Characteristic Requirement: In addition to the checking of references and of facts stated in that application, a thorough background investigation of each candidate may be made before persons are certified for appointment. **Physical Requirements:** Incumbents in this class must have general good health, be free from any disease or injury which woud impair health or usefulness and possess and retain sufficient physical strength, stamina, agility, endurance and visual and auditory acuity required, to perform the duties of the class.

Applicants: 5
Two (2) White males, one (1) Black male and two (2) Hispanic males

Applicants Rejected: 0

Interviewed: 5
Two (2) White males, one (1) Black male and two (2) Hispanic males

The selected candidate (HM) was employed at SCSU for six (6) years as a Police Officer. Prior to that, he was employed with the New Haven Police Department for 21 years working in a variety of roles with the Patrol Division. He is a seasoned Police Officer with many years of community-based policing experience. He has good communication skills, judgment and team leadership skills.

Program Goals were established in the last Affirmative Action Plan.

1. Establish a Social Justice Lecture Series that invites topics and perspectives that can inform, challenge, and connect our community of students, faculty, and staff in ways that engage our aspirational climate and culture.

   Completion Date: May 2025
   Responsible Persons: Staff from the Division of DEI

   Achieved: The Division of Diversity, Equity, and Inclusion staff coordinated the development and partnered with organizations to facilitate a total of 5 distinct presentations for the 2024-2025 Social Justice Lecture series. The experience included a variety of topics and featured the following lectures:

- DEI Annual Conference Keynote Lecture -- Making Sense of Our Identities through Culture, Politics, Policy, and Social Constructions (September 2024)
- The Empowering Lives Lecture — Honoring Hispanic Heritage Month, LGBTQ+ History Month, and National Disability Employment Awareness Month (September 2024)
- The Martin Luther King Jr. Community Lecture (February 2025)
- Latino and Native American Film Festival Series (March 2025)
- The Annual Latin American and Caribbean Studies Lecture (April 2025)

These experiences were open to students, faculty, administrators, and community members across the state.

2. Access and evaluate the University's culture by reporting on institutional climate and culture progress.

   Completion Date: May 2025
   Responsible Persons: Staff from the Division of DEI

   Achieved: The Division of Diversity, Equity, and Inclusion staff coordinated the distribution of a campus-wide email for employees to participate in the Employee Inclusion and Well Being Survey. The results of the survey are also detailed below.

The announcement email to campus faculty, staff and students is attached:

From: announce-campus <announce-campus-bounces@lists.southernct.edu> **On Behalf Of** SCSU Announcements
Sent: Monday, March 4, 2024 1:52 PM
To: "announce-campus@lists.southernct.edu'(announce-campus@lists.southernct.edu)' <announce-campus@lists.southernct.edu>

Subject: 2024 SCSU Employee Inclusion and Well-Being Survey



Dear Southern Faculty and Staff,

In our pursuit of enhancing the employee experience at Southern, the Division of Diversity, Equity, and Inclusion wishes to announce its inaugural Employee Inclusion and Well-Being survey. Beginning March 5, 2024, through March 22, 2024, all employees will have an opportunity to participate in a 5 to 10-minute survey to gain insight into perspectives of the employee experience at the university.

An external vendor, *Qualtrics XM,* designed the survey. As many individuals are familiar with Qualtrics as a survey instrument tool utilized across colleges and universities nationwide, Qualtrics also holds an employee engagement division that helps organizations improve their employee experience. This division utilizes research and assessment expertise to help organizations gain quantitative and qualitative data to create organizational change and improve the employee experience.

Employees will receive an individualized email inviting you to participate in the survey. Your participation is voluntary, and all responses will remain confidential.

Your participation in the survey will contribute significantly to our understanding of the employee experience and will aid in the development of programs, initiatives, and services that enhance opportunities provided by the Division of Diversity, Equity, and Inclusion.

Should you have any questions or concerns, please do not hesitate to contact Dr. Kelvin Rutledge, Associate Vice President for Institutional Inclusive Strategies & Change Management, at dei@southernct.edu. Have a wonderful day.

In Community,

The Division of Diversity, Equity, and Inclusion
Southern Connecticut State University
501 Crescent Street
New Haven, CT, 06515
203-392-6042
dei@southernct.edu

There were 294 employees that completed the entire survey. The information from the survey was to gather information about where there are experience gaps across different groups of people.

The survey included questions about:

- Inclusive Leadership
- Inclusive Managers
- Well Being at Work
- Individual Support at Work
- Individual Buy-In
- Inclusive in the Workplace

The data will be used to evaluate the institutional climate and culture progress throughout University departments.

14. Career Mobility
Section 46a-68-91

SECTION 46a-68-91
CAREER MOBILITY

Southern Connecticut State University has established a career mobility program as part of its Affirmative Action Plan as required by section 46a-68 for occupational groups, which includes, but is not limited to secretarial, clerical, supervisory clerical, semiskilled, crafts and trades, supervisory crafts and trades, custodial, supervisory custodial and laborers. Southern's Career Mobility Program relies on efforts of career counseling, employee training, tuition reimbursement and consultation with supervisors interested in promotion or reclassification. This program is consistent with Section 46a-68 of the Connecticut General Statues and (1) provides career counseling opportunities; (2) make a range of training opportunities available; (3) initiates classification requests that result in the development of career ladder and lattices to improve mobility for sub-professional positions; and (4) establishes specific goals and timetables separately on the number of positions in entry level classes to be filled through career mobility.

In line with this program, the Chief Human Resources Officer, the Director of Diversity and Equity Programs, the Human Resource Administrators, and respective division managers provide counseling to employees on policies, procedures and training for advancement within or outside the agency, or within and across occupational lines.

Additionally, tuition waiver and reimbursement programs are available, as provided in the various employee contracts. The staff from Human Resources and Diversity and Equity Programs monitor these activities to make certain that they provide for the full and fair participation of protected race/gender group members.

Staff members from Human Resources conducted individual counseling meetings to assist with career mobility for staff members. Subjects covered in the various sessions can be summarized as falling into two (2) major areas: first, educational and training opportunities to enhance a person's likelihood of success in upward mobility; and second, resources and search strategies to identify promotional and advancement opportunities, on campus and at other state agencies and with other employers as well.

Additionally, positions in the various classified position categories continue to be reviewed for the purpose of possible reclassification to higher positions or other career avenues offering greater upward mobility potential.

General revisions to secretarial and other clerical job specifications have resulted in changes in job related skill requirements. Those requirements that are not necessary for successful performance in a position have been removed.

Target positions may now be more readily identified for the various career ladders, thus permitting more effective career counseling.

Members from the Office of Diversity and Equity Programs and the Human Resources Office continue to make vigorous efforts in the direction of planning and implementation of a more effective Career Mobility program. Where the cooperation of another agency is essential to the implementation of an upward mobility goal, the agency keeps a record of

each instance of contact with the agency whose cooperation is requested, and the outcome of the request.

Career. Mobility Efforts

1. Career Counseling

The University makes an effort to ensure that the composition of career mobility participants is consistent with affirmative action. To this end employees are encouraged to take courses, seek in-service training. As appropriate, tuition reimbursement for courses taken towards a degree also provided.

In addition to the efforts indicated below, career counseling sessions remain available to help employees select career paths, make decisions on educational directions, and be advised on how to apply for promotional opportunities advertised by the Department of Administrative Services (DAS) website. These sessions are available as requested and are offered by the Office of Human Resources staff. 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. They also provide assistance with resume development and tips and techniques on successful interviewing.

The following career counseling sessions occurred during this reporting period:

Category	**No. by Race/Sex**
Clerical/All	1WM,5WF, 4BF, 2HF
Maintenance/All	3WM, 3BM, 2HM

2. Training Opportunities

In-service training programs scheduled by the Training Division of the Department of Administrative Services are publicized and employees are invited to enroll. During this reporting period, a total of sixteen (16) classified employees have attended in-service training programs developed by the Department of Administrative Services (DAS) and paid for by their individual departments.

During this reporting period, one (1) classified employee received tuition reimbursement for courses they took toward degree credits. One (1) White female from the Administrative Clerical Union applied and received tuition reimbursement and or tuition waiver benefits.

3. Classification Requests

Employees promoted during this period due to reclassification and promotion within category and to different categories.

Professional Non-Faculty
1WF – Lead Telephone Operator to Coord of Voice Services Analyst. (promotion into category)
1WF – Secretary 2 to Admin & Field Place Asst (promotion into category)
1HF – Administrative Assistant to CSU Administrative Assistant (promotion into category)
1WF – Bursar to Director of Business Services (promotion within category)
1WF – Asst Director, SWK Field Educ to Assoc Dir of Field Educ (promo within category)
1WF – Assistant Registrar to Asst Dir of Pre Prof Programs (promotion within category)
1WF – Transfer Services Asst to Asst of Transfer Student Serv (promo within category)
1 WM, 2WF – Asst Library to Assoc Librarian (promotion within category)
1WF – Associate Librarian to Librarian (promotion within category)
1WF – Assoc Dir of Health Services to Dir of Pre Prof Prog (promotion within category)
1WF – Admin Oper Asst to IT Bus Oper Supp Admin (promotion within category)
1WF – Assoc Athletic Dir to Dep Dir of Athletic & Facilities (promotion within category)

Secretarial-Clerical – Varied
2WF- Secretary 2 to Administrative Assistant (promotion into category)
1HF- Office Assistant to Secretary 1 (promotion within category)

Secretary 2
There were no promotions into this category during this reporting period.

Technical/Para-Professional
There were no promotions into this category during this reporting period.

Skilled Craft Workers
1BM – Maintainer to Skilled Maintainer (promotion into category)
WM, 1BM – Skilled Maintainer to Grades Trades Worker (promotion within category)

Service Maintenance, Varied
1HM – Custodian to Supervising Custodian (promotion into category)
2BM – Custodian to Lead Custodian (promotion into category)

Protective Services
There were no promotions into this category during this reporting period.
1HM – Police Officer to Police Sergeant (promotion within category)

4. Goals and Timetables
There are no Upward Mobility goals estsablished.

The Office of Diversity and Equity Programs will continue to work with Human Resources Office to encourage Vice Presidents, Directors, Managers, and Supervisors to identify individuals who are eligible to participate in a career mobility program for the next plan period.

Good Faith Efforts
Section 46a-68-92

GOOD FAITH EFFORTS

Sec. 46a-68-92

Southern Connecticut State University has demonstrated good faith efforts by engaging in the initiatives articulated in subsections (a) to (d), inclusive of this section.

a) The University had promoted equal opportunity to achieve a workplace that is free of discrimination.
b) The University has developed recruitment strategies that ensure opportunities for all qualified applicants, including underutilized groups.
c) The University has ensured a fair and nondiscriminatory selection process.
d) The University has provided career development opportunities to all interested and qualified employee, with emphasis on those groups found to be underutilized in the workforce.
e) Nothing in this section shall be construed to absolve the University of its Obligations under sections 46a-68-78, 46a-68-79, 46a-68-80, 46a-68-81, 46a-68-85, 46a-68-80, 46a-68-87, 46a-68-89, 46a-68-90, 46a-68-92 of the Regulations of Connecticut State Agencies.

All University efforts, initiatives, and programs are articulated throughout the Plan.

15. Innovative Programs
Section 46a-68-93

SECTION 46a-68-93
INNOVATIVE PROGRAMS

Section 46a-68-93 of the Southern Connecticut State University's Affirmative Action Plan describes the development and implementation of programs to create opportunities to achieve the full and fair participation of all protected group members. The university's efforts focus on educational, recruitment and employment programs.

Administrative Clerical Tuition Waiver Program
The Connecticut State Colleges and University System has an agreement with AFSCME Council 4 to provide a tuition waiver program to clerical employees of the Connecticut State Colleges and University System. Members of the Administrative Clerical bargaining unit, who are permanent and work at least twenty (20) hours weekly, may take up to two (2) courses per semester at any of the four (4) state universities, tuition free. During the fall and spring semesters, three (3) SCSU employee benefitted from the tuition waiver program: **One (1) White female and two (2) Hispanic females** for the Fall and Spring semester.

University Access Programs
The Office of University Access Programs (UAP) is responsible for the stewardship of crucial programs and services that increase the access and academic success of first-generation, lower-wealth, and students historically underrepresented in higher education. These programs include the Southern Educational Opportunity Program (SEOP), Southern Promise Scholars from New Haven, Waterbury, and Hartford, Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) from New Haven, Waterbury, and East Hartford, Promoting Academically Successful Students (PASS), Connecticut College Access Programs (ConnCAP), Pathways to Academic and Career Empowerment (PACE), and TheDream.US Scholars.

The Educational Opportunity Programs at Southern Connecticut State University is an undergraduate support program designed to provide special academic support in a personalized way. The primary purpose of EOP is to enhance the efforts of the university in recruiting, counseling, and educating academically promising students who have the desire, motivation, and willingness to assume responsibility for achieving their academic potential. EOP provides comprehensive academic advisement, personal counseling, tutorial assistance, and referrals in career-oriented, work-study, and learning skills development. EOP also maintains a liaison with each of the university's academic schools and many individual academic departments.

The Connecticut Collegiate Awareness and preparation Program (ConnCAP)
ConnCAP is an initiative of the State of Connecticut Department of Higher Education. Through this grant-funded opportunity, Southern is partnering with New Haven Public Schools to help students successfully complete high school and prepare for college. Students are selected at the end of 9th grade or beginning of 10th grade to participate in the ConnCAP Pre-College Program throughout their 10th,11th, and 12th grade years.

GEAR UP
GEAR UP stands for Gaining Early Awareness and Readiness for Undergraduate Programs. In collaboration with New Haven Public Schools, students from high need areas have received early college awareness and support activities like tutoring, mentoring academic preparation, financial education, and college scholarships to improve access to higher education for low income, minority and disadvantaged, first-generation students and their families. We are proud to provide tuition and fee waivers to more than 400 GEAR UP students who chose to pursue a bachelor's degree at Southern and we are committed to their success.

Owl Flight to Excellence Peer Mentor Program

The Owl Flight to Excellence Peer Mentor Program is a key component of the four-year Owl Flight to Excellence Initiative at Southern Connecticut State University. Launched in Fall 2024, the program is designed to support first-generation and historically underserved students, guiding them through a transformative college experience from their first year all the way to graduation**.**

Owls Empowering Owls: Student-Alumni Career Connection Initiative

'Owls Empowering Owls' is a student-alumni engagement initiative housed in a collaboration within SCSU's University Access Programs and the Office of Career and Professional Development. The initiative connects committed first-generation students or students from a low socioeconomic background to SCSU alumni who are passionate about giving back and guiding the next generation of scholars. By joining, alumni can be included in a directory that students may use to explore career paths, request guidance, or connect with professionals who were once in their shoes. Participation is fully optional, interest-based, and designed to be flexible for busy lives.

'Owls Empowering Owls' creates space for students to gain exposure to alumni who have pursued diverse careers and overcome challenges along the way. The initiative is flexible, student-centered, and low-barrier. Whether it leads to a single conversation or a longer-term connection, students gain access to the wisdom and insight of those who have been in similar positions.

Student Worker Program

Each year hundreds of students work on-campus. Southern's on-campus jobs offer students extra cash and the opportunity to develop the skills and work habits necessary to be successful after graduation. The University Student Worker Program is open to all matriculated students and is available throughout campus. Each fall and spring, the Center for Career Services hosts a Career Fair that brings national and regional employers representing all fields to the Southern campus. The fairs foster student and employer interaction while offering the opportunity to explore career fields, learn about organizations and industries, and investigate cooperative education and full or part-time job opportunities.

The Office of Faculty Development

The Office of Faculty Development (OFD) provides faculty with resources and experiences that enhance teaching and learning.

The OFD is committed to promoting a spirit of innovation, collaboration, and love of learning, as well as enhancing a sense of collegiality among faculty as they expand their intellectual, teaching, and scholarly horizons. In pursuing these goals, the OFD works to enhance the intellectual climate and promote open and ongoing dialogue among all members of the university community. It serves as an advocate for academic initiatives and enterprises that relate to teaching and learning through a variety of programs, activities, and resources in achieving the university's mission. The vision of the OFD is to create an environment at Southern that facilitates and promotes effective teaching, professional development, research, university service, and integration of new instructional technologies.

SAGE Center

The SAGE Center provides a positive academic, cultural, and social environment where the LGBTQ+ community at Southern can learn, grow, and thrive. The center seeks to provide a safe communal space, personal support, resource information, relevant programming, and positive acknowledgment of the LGBTIQ+ community.

The center collaborates with clubs on campus, especially the LGBT Prism Club, an undergraduate student-run organization that works toward educational awareness, promotes acceptance and fairness in campus policies and student attitudes, and above all maintains a supportive network.

Minority Recruitment & Retention and Minority Recruitment and Mentoring Committees
The AAUP (teaching faculty) Minority Recruitment and Retention Committee (MRRC) have held numerous programs to assist in the recruitment and retention of faculty. The MRRC met throughout the academic year to plan a wide range of recruitment and retention initiatives. Grant money totaling approximately $40,460.86 has been distributed to minority faculty for professional development this past year. The Committee continues to develop its mentoring program with newly hired minority faculty to assist them with renewal, promotion and tenure files. The MRRC engages in personal recruitment at state and national conferences and meets minority candidates.

The SUOAF (administrative faculty) Minority Recruitment and Mentoring Committee (MRMC) have met regularly this year. The committee continues to meet and develop new minority recruitment and mentoring strategies. Members of SUOAF and the Multicultural Center coordinated annual multicultural and international receptions. Out of State travel to conferences were also expended to assist minority staff for professional development. This past year MRMC funds totaling approximately $96,238.77 have been distributed toward programs for minority staff members including covering expenditures for professional development. To continue to enhance the recruitment program, the Office of Diversity & Equity and Human Resources work with the SUOAF/AFSCME Minority Recruitment and Mentoring Committee (MRMC) and AAUP Minority Recruitment and Retention Committee (MRRC) to develop strategies to attract a diversified pool of applicants to fill vacant positions at the university.

Division of Diversity, Equity, and Inclusion
The Division of Diversity, Equity, and Inclusion provides strategic leadership to Southern Connecticut State University by collaborating between university divisions to create a space of belonging for diverse students, staff, faculty, and alumni; fostering an environment of communal care and healing through restorative practices and principles; addressing historically oppressive structures and instances of bias and discrimination to advance equity for all; Cultivating opportunities for learning and development; ensuring university compliance regarding state and federal regulations and policies around non-discrimination; Assessing progress utilizing evidence-based practices in all we do to positively impact the campus culture, alumni, and the communities we serve.

Office of Diversity and Equity Programs
The Office of Diversity and Equity Programs (ODE) continues to advocate for the achievement of hiring goals for the inclusion of women and minorities in the interview and selection process as well as for the promotion of members of these protected groups. The Office of Diversity and Equity Programs meets with all search committee chairs and other supervisors to discuss effective recruiting and hiring strategies at the initiation of all searches. Members of the office also collaborated on programs with the Multicultural Center, VPAS, SAGE, Student Program Council, Women's Studies Department, Multicultural Student Organizations including University chapter of NAACP, Black Student union, and OLAS.

Office of Human Resources
The Human Resources Office provides services for employees to ensure that recruitment, conditions of employment, promotional opportunities, professional development, and retention are conducted uniformly for all employees. The Human Resources Office continues to sponsor one-on-one training in labor relations' issues for supervisors in discipline, grievance handling, counseling and equality in treatment and performance evaluations.

The HR Office offers training in the area of supervisory/management training. The Office also conducted information sessions for all employees with information on health insurance options, retirement plans, family medical leave, personnel and workplace policies, employee assistance plan and other relevant topics. The HR Office also coordinates the Student Worker Program with the Center for Career Services.

Violence Prevention, Victim Advocacy and Support Center (VPAS)
The Violence Prevention, Victim Advocacy and Support (VPAS) Center is committed to helping to create a campus community of respect and safety by providing violence prevention education, victim advocacy and support services. The center aims to empower and educate the campus and local community on gender issues through outreach efforts. Program topics offered include sexual violence, domestic violence, healthy relationships, perceptions of masculinity, and bystander intervention.

16. Concluding Statement
Section 46a-68-94

CONCLUDING STATEMENT

As President of Southern Connecticut State University and appointing authority, I acknowledge that I have ultimate responsibility for promoting and enforcing affirmative action and I will account for the success or failure of the plan.

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

I further confirm that Paula Rice, Director of Diversity and Equity Programs/Title IX Coordinator, is the designated Affirmative Action Officer for the University and reports directly to me.

Sandra Bulmer, Ph.D.
Interim President

8/26/2025
Date