

AFFIRMATIVE ACTION PROGRAM

FOR

CT State Colleges and Universities (CSCU)

Mark Ojakian
President

Leah Glende
Director of Diversity and Inclusion

**For the Reporting Period:
March 1, 2018 – February 29, 2020**



State of Connecticut Commission on Human Rights and Opportunities

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

Promoting Equality and Justice for all People

PROPOSED AFFIRMATIVE ACTION PLAN

Connecticut State Colleges and Universities AGENCY

REVIEW AND ANALYSIS: A COMPARATIVE EVALUATION

INTRODUCTION

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; 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 in prior plan reviews in accordance with Section 46a-68-62(c).

SECTION 46a-68-103. PLAN REVIEW AND ANALYSIS

As part of the review process, a written evaluation of the plan shall be prepared by Commission on Human Rights and Opportunities staff. Such evaluation shall:

- 1. assess the degree of procedural compliance with Regulations of CT State Agencies
- 2. identify and comment upon the deficiencies and weaknesses of the plan;
- 3. appraise the performance and effort of the agency in meeting its goals;
- 4. evaluate the effectiveness of the affirmative action program; and
- 5. suggest remedial action in addition to or in lieu of that proposed in the plan to achieve a balanced workforce and eliminate discriminatory practices.

Connecticut State Colleges and Universities

SECTION 46a-68-78. Policy Statement

PREVIOUS SUBMISSION:

This section was weak in the prior filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-79. Internal Communication

PREVIOUS SUBMISSION:

This section was in compliance in the previous filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-80. External Communication and Recruitment Strategies

PREVIOUS SUBMISSION:

This section was weak in the previous filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

The quarter of the quarterly reports needs to be completed on all of the forms.

SECTION 46a-68-81. Assignment of Responsibility and Monitoring

PREVIOUS SUBMISSION:

This section was in compliance in the previous filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

Connecticut State Colleges and Universities

SECTION 46a-68-82. Organizational Analysis

PREVIOUS SUBMISSION:

This section was weak in the prior filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak In Compliance

SECTION 46a-68-83. Work Force Analysis

PREVIOUS SUBMISSION:

This section was weak in the prior filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak In Compliance

SECTION 46a-68-84. Availability Analysis

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak In Compliance

SECTION 46a-68-85. Utilization Analysis and Hiring and Promotion Goals

PREVIOUS SUBMISSION:

This section was weak in the prior filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak In Compliance

SECTION 46a-68-86. Employment Analyses

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

Connecticut State Colleges and Universities

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

Future filings should separate the two years of personnel evaluation analyses.

SECTION 46a-68-87. Identification of Problem Areas

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-88. Program Goals

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-89. Discrimination Complaint Process

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-90. Goals Analysis

PREVIOUS SUBMISSION:

This section was weak in the prior filing.

Connecticut State Colleges and Universities

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-91. Upward Mobility

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-93. Innovative Programs

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-94. Concluding Statement

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

CONCLUSION:

The proposed affirmative action plan submitted by the Connecticut State Colleges and Universities for the filing date of June 30, 2018 has been voted APPROVED.

GATEWAY COMMUNITY COLLEGE AFFIRMATIVE ACTION PLAN

March 1, 2018 – February 29, 2020

TABLE OF CONTENTS

Section 46a-68-78	Policy Statement
Section 46a-68-79	Internal Communication
Section 46a-68-80	External Communication and Recruitment Strategies
Section 46a-68-81	Assignment of Responsibility and Monitoring
Section 46a-68-82	Organizational Analysis
Section 46a-68-83	Workforce Analysis
Section 46a-69-84	Availability Analysis
Section 46a-68-85	Utilization Analysis and Hiring Promotion Goals
Section 46a-68-86	Employment Analyses
Section 46a-68-87	Identification of Problem Areas
Section 46a-68-88	Program Goals
Section 46a-68-89	Discrimination Complaint Process
Section 46a-68-90	Goals Analysis
Section 46a-68-91	Career Mobility
Section 46a-68-92	Good Faith Efforts
Section 46a-68-93	Innovative Programs
Section 46a-68-94	Concluding Statement

**Section 46a-68-78
Policy Statement**

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY
POLICY STATEMENT
SECTION 46a-68-78**

This section was in compliance in the last Affirmative Action Plan submission.

As the statewide policy making authority for public higher education in Connecticut. The Connecticut State Colleges and Universities (CSCU) System Office is committed to leading, by example, in the areas of affirmative action equal employment opportunity for all of the Connecticut State Colleges and Universities. Additionally, the CSCU System has been charged by state statutes to promote representative racial and ethnic diversity among the students, faculty, administrators and staff at public institutions of higher education. The CSCU's policies also advances compliance with the Americans with Disabilities Act (ADA) and Title IX requirements through all of the Connecticut State Colleges and Universities (CSCU). Equal employment opportunity and affirmative action are essential to achieving higher education's twin goals of academic excellence and equity.

Subsection (a)

The Connecticut State Colleges and Universities is submitting an Affirmative Action Plan that contains a policy statement that:

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

Subsection (b)

The Policy Statement is also signed and dated by the CSCU President and shall evidence his commitment to achieve the goals set forth in the Connecticut State Colleges and Universities (CSCU) Affirmative Action Plan.

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY
POLICY STATEMENT**

As the statewide policy making authority for public higher education in Connecticut, the Connecticut State Colleges and Universities (CSCU) is committed to leading, by example, in the areas of equal employment opportunity and affirmative action. Additionally, the Connecticut State Colleges and Universities has been charged by state statutes to promote representative racial and ethnic diversity among the students, faculty administrators and staff at public institutions of higher education. The Connecticut State Colleges and Universities (CSCU) policies also advances compliance with Title IX requirements and the Americans with Disabilities Act (ADA) at all Connecticut State Colleges and Universities. Equal employment opportunity and affirmative action are essential to achieving higher education's goals of academic excellence and equity.

The Connecticut State Colleges and Universities (CSCU) recognizes that affirmative action is positive action undertaken with diligence and conviction to:

Overcome any remaining effects of past practices, policies or barriers to equal employment opportunity, and;

Achieve the full and fair participation of all protected class members found to be underutilized in the workplace, or adversely impacted by policies or practices.

The Connecticut State Colleges and Universities (CSCU) deems equal employment opportunity to be the education or employment of individuals without consideration of race, color, age, sex, (including sexual harassment, sexual assault, pregnancy and workplace hazards to reproductive systems), religious creed, marital status, national origin, ancestry, past or present history of mental disability, intellectual disability, learning disability, physical disability (including, but not limited to blindness), veteran status, Civil Air Patrol, gender identity or expression, sexual orientation, retaliation, or other factors which cannot lawfully be the basis for employment actions, unless there is a bona fide occupational qualification. CSCU will not request or require genetic information from job applicants or employees, or otherwise discriminate against any person in employment conditions on the basis of genetic information. Additionally, the Connecticut State Colleges and Universities (CSCU) will not discriminate against persons with a prior criminal conviction. Equal employment opportunity is the purpose and goal of affirmative action.

It is the policy of the Connecticut State Colleges and Universities to administer all personnel policies in manners that ensure that there is no discrimination. The Connecticut State Colleges and Universities recognizes the hiring difficulties experiences by persons with disabilities and by many older persons.

If necessary, program goals shall be established with the Affirmative Action Plan for action eliminating hiring barriers and actively recruiting members from these groups, to overcome any remaining effects of past discrimination against these groups and to achieve full and fair participation of such persons in the workforce.

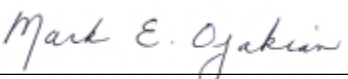
The Connecticut State Colleges and Universities shall explore alternative approaches wherever personnel practices have a negative impact on protected classes and establish procedures for the extra effort deemed necessary to assure that the recruitment and hiring of protected group members reflect their availability in the job market. To this end, the Connecticut State Colleges and Universities shall continuously review its personnel policies and procedures to ensure that barriers that unnecessarily exclude protected classes and practices that have a discriminatory impact are identified and eliminated. Recognizing that there are residual effects of past discrimination, the CSCU pledges not only to provide services in a fair and impartial manner, but also establish, through this policy, affirmative action and equal employment opportunity as immediate and necessary objectives throughout all of the Connecticut State Colleges and Universities.

The Connecticut State Colleges and Universities is committed to maintaining a work environment free from influence or prejudicial behavior and sexual harassment and a workplace in which all terms, conditions, privileges and benefits are administered in an equitable manner. The Connecticut State Colleges and Universities has an internal discrimination complaint procedure and system to process and resolve grievances.

Mark Ojakian, the President of the Connecticut State Colleges and Universities is committed to successfully implementing the Affirmative Action Plan and goals within timetables set forth. The President assures that all employees, especially managers and supervisors understand the policies and their responsibilities for implementing such and take positive steps to ensure compliance with the Affirmative Action Plan, AA/EEO policies, procedures, programs and also Americans with Disabilities Act (ADA) and Title IX requirements and mandates.

Leah Glende, Director of Diversity and Inclusion is the appointed Equal Employment Opportunity Officer for the Connecticut State Colleges and Universities System Office and reports directly to the President of the Connecticut State Colleges and Universities (CSCU) regarding all affirmative action, equal employment opportunity, diversity, inclusion, ADA and Title IX matters.

The Affirmative Action Plan is available to all members of the workforce and the CSCU System through the Human Resources Office which is located at 61 Woodland Street, 3rd Floor, Hartford, CT 06105. Ms. Glende can be reached by telephone at (860)-723-0727 or by email at glendel@ct.edu.



Mark E. Ojakian
President
Connecticut State Colleges & Universities (CSCU)

8/7/2020

Date

Section 46a-68-79
Internal Communication

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46A-68-79
INTERNAL COMMUNICATION**

This section was in compliance in the last Affirmative Action Plan submission.

Subsection (a)

Dissemination of Policy

The Connecticut State Colleges and Universities (CSCU) System Office is committed to implementing its Affirmative Action Plan and to encouraging and coordinating the equity efforts at all of the Connecticut State Colleges and Universities. 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 CSCU's policies, intentions, goals and objectives for the system-wide achievement of equity. The following procedures will be utilized to assure that all affected parties are informed of, and given an opportunity to, comment on the contents of the Affirmative Action Plan and programs.

Communication of Procedures

It is the Connecticut State Colleges and Universities' System Office position that all of its staff shall be aware of the CSCU's policy, plans, goals and objectives relative to affirmative action, equal employment opportunity, diversity, inclusion and equity. The following internal communication procedures include:

1. A copy of the Connecticut State Colleges and Universities (CSCU)'s Affirmative Action/Equal Employment Opportunity Policy Statement is posted on the System Website and was disseminated to all employees via electronic mail from the President during the reporting period. All employees were notified that a copy of the complete Affirmative Action Plan (AAP) is available for their perusal in the Human Resources and the President's Office.
2. A copy of the complete Affirmative Action Plan was available in the President's Office and in the Human Resources Office throughout the entire reporting period.
3. All new employees are provided a copy of the Affirmative Action/Equal Employment Opportunity Policy Statement as part of the new employee orientation session on their first day of work.
4. Employees at the Connecticut State Colleges and Universities System Office were given time to review and comment upon the Affirmative Action Plan. The CSCU System Office's Affirmative Action Plan was available to all employees to review throughout the biennial reporting period.
5. The Director of Diversity and Inclusion maintains copies of all affirmative action related internal communications and comments received and notes the date such statements are received. Employees are asked to forward any comments regarding the Affirmative Action Plan to the Director of Diversity and Inclusion directly. No comments were received regarding the previous Affirmative Action Plan.

6. A copy of the Affirmative Action Plan's annual summary of hiring and promotional goals is distributed to all search committees and hiring managers throughout the reporting period.
7. The Director of Diversity and Inclusion monitors and assumes responsibility for communicating to the CSCU System Office staff appropriate state and federal laws, statutes, regulations and responsibilities that ensure employee protection and compliance. The Director of Diversity and Inclusion serves as the Americans' with Disabilities (ADA) Coordinator and assists with coordination of Title IX compliance efforts.
8. Similar communications list the Director of Diversity and Inclusion by name and address and all employees can contact her directly regarding any AA/EEO, diversity, inclusion, equity, Americans with Disabilities Act (ADA), Section 504 and Title IX concerns. She is also listed as the contact in the Non-Discrimination Clause on all job announcements and related advertisements.

Subsection (b)

The CSCU System Office maintains copies of all affirmative action-related internal communications and comments received pursuant to subsection (a) of this section and notes the date such comments were received. No comments were received regarding the Affirmative Action Plan and related programs during the reporting period.

Subsection (c)

The CSCU System Office has outlined steps it took during the reporting period to comply with the requirements of Sections 46a-54 (15) (A) and 46a-56-54 (16) of the Connecticut General Statutes. A Program Goal was established to develop a statewide training program that included mandatory Diversity, Sexual Harassment and Title IX mandates for the System Office, Community Colleges and State University staff.

This goal was achieved and is discussed in more detail in Goals Analysis. The training was developed by the Chief Diversity Officers from Manchester Community College, Western Connecticut State University and the Director of Diversity and Inclusion from the CSCU System Office. They facilitated an extensive training program for all community college and other agency employees incorporating Diversity, Sexual harassment, ADA, Title IX and micro-aggression training. All Community Colleges and System Office new employees were invited and eighty-four (84) employees were in attendance. For the System Office, in 2018, the breakdown for attendees was 1WM and 1BM. The breakdown of attendees in 2019 was as follows: 4 WM and 8WF. The plan is to continue this statewide training program annually.

Subsection (d)

The CSCU System Office's Affirmative Action Plan was made available to all employees for review throughout the reporting period. There were no comments from employees concerning the plan during the reporting period.

On a regular basis the President meets with the Vice President of Human Resources and other administrative staff to discuss the Affirmative Action Plan (AAP) and programs and also review progress and discuss problems and clarify responsibilities.

The Director of Diversity and Inclusion reports directly to the CSCU President for all affirmative action, equal employment opportunity, diversity, inclusion, equity and on information related to the Americans with Disabilities Act (ADA) and Title IX compliance mandates.

The Director of Diversity and Inclusion also meets with the Chief of Staff about hiring activity and hiring goal achievement during the reporting period.

The Director of Diversity and Inclusion also reports to the Vice President of Human Resources on other daily functions. The President is updated on the CSCU System Office progress toward meeting affirmative action goals and objectives and related programs.

From: Thomas, Victoria F <VThomas@commnet.edu>
Sent: Tuesday, November 13, 2018 4:46 PM
To: SO-Staff <BOR-Staff@ct.edu>
Subject: CSCU Affirmative Action Plan and Policy Statement

Good afternoon,

On behalf of President Ojakian, I've attached the CSCU AA Policy Statement, Discrimination Complaint Process and Summary of Goals.

Please contact [Leah Glende](#) if you have any questions or comments on the attached document.

Victoria

2018-2019 CSEC Coordinator

Victoria Lee Thomas
Office of President Mark E. Ojakian
Connecticut State Colleges and Universities (CSCU)
61 Woodland Street, Hartford, CT 06105

☎ 860.723.0011 | 📠 860.723.0882 | ✉ vthomas@commnet.edu

"When people show you who they really are, and they will, believe them the first time" -Maya Angelou



Preserve the environment - print only when necessary. Thank you.



Mark E. Ojakian
President

TO: Connecticut State Colleges and Universities (CSCU) System Office Employees
FROM: Mark E. Ojakian, President
DATE: November 8, 2018
RE: CSCU Affirmative Action Plan and Policy Statement

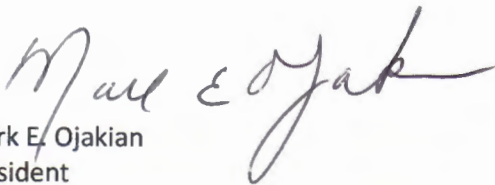
The CSCU System Office's Affirmative Action Plan and Policy Statement have been approved by the Commission on Human Rights and Opportunities (CHRO). The Affirmative Action Plan is available to review in the Human Resources Office through the end of February 2020. This Affirmative Action Plan covered the biennial reporting period of March 1, 2016 through February 29, 2018.

As President, I am strongly committed to promoting the principles of affirmative action, equal employment opportunity, diversity, equity and inclusion in the workplace. The Affirmative Action Plan guides us in our efforts to comply with state laws and regulations. Specifically, to identify strengths and weaknesses in our employment system, resolve problems and concerns as they appear, help prepare our current employees for advancement through training programs and affirmatively recruit new employees.

The Connecticut State Colleges and Universities Affirmative Action Policy Statement has been added to the CSCU website along with the Discrimination Complaint Process. Please take a few minutes to review these documents attached. All employees shall conduct themselves in a respectful and professional manner consistent with the various elements of the Affirmative Action Plan and that supervisors will be held accountable for the day-to-day oversight and compliance of staff and related programs.

If you have any questions or comments about any aspect of the System Office Affirmative Action Plan, Policy Statement, Summary of Objectives or the Discrimination Complaint Process including suggestions for future enhancements, please contact Leah Glende, Manager of Diversity and Inclusion at 723-0727. Ms. Glende is located on the 3rd Floor in the Human Resources Department, Room 308 D. The Affirmative Action Plan is available to review through February 28, 2019. A response will be offered to each signed comment or question received.

Thank you for your ongoing support and commitment.


Mark E. Ojakian
President
Connecticut State Colleges and Universities

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY
POLICY STATEMENT**

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The Connecticut State Colleges and Universities (CSCU) recognizes that affirmative action is positive action undertaken with diligence and conviction to:

Overcome any remaining effects of past practices, policies or barriers to equal employment opportunity, and;

Achieve the full and fair participation of all protected class members found to be underutilized in the workplace, or adversely impacted by policies or practices.

The Connecticut State Colleges and Universities (CSCU) deems equal employment opportunity to be the education or employment of individuals without consideration of race, color, age, religious creed, marital status, national origin, ancestry, genetic information, physical disabilities, learning disabilities, intellectual disabilities, past or present history of mental disability, sex, including pregnancy, sexual harassment, sexual assault, transgender status, gender identity or expression, sexual orientation or civil union status, workplace hazards to reproductive systems, veteran status, or other factors which cannot lawfully be the basis for employment actions, unless there is a bona fide occupational qualification. Additionally, the Connecticut State Colleges and Universities (CSCU) will not unlawfully discriminate against persons with a prior criminal conviction. Equal employment opportunity is the purpose and goal of affirmative action.

It is the policy of the Connecticut State Colleges and Universities to administer all personnel policies in manners that insure that there is no discrimination based upon race, color, age, religious creed, marital status, national origin, ancestry, genetic information, physical disabilities, learning disabilities, intellectual disabilities, past or present history of mental disability, sex, including pregnancy, sexual harassment, sexual assault, transgender status, gender identity or expression, sexual orientation or civil union status, workplace hazards to reproductive systems, veteran status, criminal record or other factors which cannot lawfully be the basis for employment actions.

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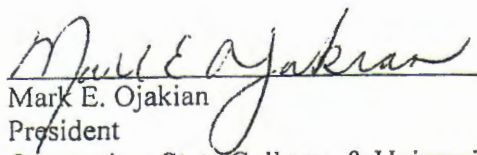
The Connecticut State Colleges and Universities shall explore alternative approaches wherever personnel practices have a negative impact on protected classes and establish procedures for the extra effort deemed necessary to assure that the recruitment and hiring of protected group members reflect their availability in the job market. To this end, the Connecticut State Colleges and Universities shall continuously review its personnel policies and procedures to ensure that barriers that unnecessarily exclude protected classes and practices that have a discriminatory impact are identified and eliminated. Recognizing that there are residual effects of past discrimination, the CSCU pledges not only to provide services in a fair and impartial manner, but also establish, through this policy, affirmative action and equal employment opportunity as immediate and necessary objectives throughout all of the Connecticut State Colleges and Universities.

The Connecticut State Colleges and Universities is committed to maintaining a work environment free from influence or prejudicial behavior and sexual harassment and a workplace in which all terms, conditions, privileges and benefits are administered in an equitable manner. The Connecticut State Colleges and Universities has an internal discrimination complaint procedure and system to process and resolve grievances.

Mark Ojakian, the President of the Connecticut State Colleges and Universities is committed to successfully implementing the Affirmative Action Plan and goals within timetables set forth. The President assures that all employees, especially managers and supervisors understand the policies and their responsibilities for implementing such and take positive steps to ensure compliance with the Affirmative Action Plan, AA/EEO policies, procedures, programs and also Americans with Disabilities Act (ADA) and Title IX requirements and mandates.

Leah Glende, Manager of Diversity and Inclusion is the appointed Equal Employment Opportunity Officer for the Connecticut State Colleges and Universities System Office and reports directly to the President of the Connecticut State Colleges and Universities (CSCU) regarding all affirmative action, equal employment opportunity, diversity, inclusion, ADA and Title IX matters.

The Affirmative Action Plan is available to all members of the workforce and the CSCU System through the Human Resources Office which is located at 61 Woodland Street, 3rd Floor, Hartford, CT 06105. Ms. Glende can be reached by telephone at (860)-723-0727 or by email at glendel@ct.edu.


Mark E. Ojakian
President
Connecticut State Colleges & Universities (CSCU)

6-28-18
Date

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-89
DISCRIMINATION COMPLAINT PROCESS**

Subsection (a)

The Connecticut State Colleges and Universities (CSCU) has a system in place to process and resolve employee allegations of discrimination consistent with Chapter 67 and 68 of the Connecticut General Statutes. CSCU's system provides expeditious resolution of grievances to assure that legal options for filing complaints are not foreclosed.

The discrimination complaint procedure includes:

- 1.) Periodic training in counseling and grievance investigations for the CSCU's counselors;
- 2.) Confidential counseling and procedures for informal resolution at the agency level by the Manager of Diversity and Inclusion;
- 3.) Notice to all employees that the Discrimination Complaint Process is available;
- 4.) A guarantee of no retaliation for exercising rights granted pursuant to the Connecticut General Statutes;
- 5.) Advisement of legal options to file complaints with the Commission on Human Rights and Opportunities (CHRO), United State Equal Employment Opportunity Commission (EEOC), United States Department of Education Office of Civil Rights (OCR), United States Department of Labor (DOL), Wage and Hour Division, and any other agencies, state, federal or local, that enforces laws concerning discrimination in employment or public service and accommodation.
- 6.) Time frames not exceeding ninety (90) days for filing, processing and resolution of such matters.

Subsection (b)

All records of internal discrimination complaints and dispositions thereof are maintained and reviewed on a regular basis by the Manager of Diversity and Inclusion to detect any patterns in the nature of the grievances. Records so retained shall be confidential except where disclosure is required by law.

Subsection (c)

The Affirmative Action Plan contains a summary of the matters alleged, the results thereof and the length of time required to resolve the grievance/complaint. The Plan provides information on the number of complaints, the investigating agency, whether such matter is currently pending or the outcome thereof.

All records relevant to the complaints or employee grievances filed under this section shall be maintained by the Connecticut State Colleges and Universities (CSCU) for examination by the Commission on Human Rights and Opportunity (CHRO).

Employees are invited to discuss any concerns regarding discrimination with the Manager of Diversity and Inclusion, this role serves as the AAO/EEO as well as the Title IX, and Section 504/ADA Compliance Coordinator. Employees are also informed of their rights under the law and that non-retaliation for the exercise of rights granted is not tolerated at CSCU System Office and within all of the Connecticut State Colleges and Universities.

The Manager of Diversity and Inclusion provides updates to the website for all Connecticut Colleges and Universities related to relevant policies, procedures and contacts to all employees of the CSCU System Office and to also provide key information to the public related to affirmative action, equal employment opportunity, diversity, inclusion, equity, Americans with Disabilities Act (ADA) and Title IX.

Discrimination Policy & Procedure

The Connecticut State Colleges and Universities (CSCU) has adopted a policy of "zero-tolerance" with respect to unlawful employee harassment. In this connection, the CSCU's expressly prohibits any form of unlawful employee harassment based on race, color, age, sex, including pregnancy, sexual harassment and sexual assault, religious creed, marital status, national origin, ancestry, physical or mental disabilities (including learning disabilities, intellectual disabilities, past or present history of mental disability), status as a Vietnam-era or special disabled veteran, gender identity or expression, sexual orientation, transgender status, workplace hazards to reproductive systems or other factors which cannot lawfully be the basis for employment actions, unless there is a bona fide occupational qualification. The Connecticut State Colleges and Universities (CSCU) will not request or require genetic information from job applicants or employees, or otherwise discriminate against any person in employment conditions on the basis of genetic information. Additionally, the Connecticut State Colleges and Universities (CSCU) will not unlawfully discriminate against persons with a prior criminal conviction.

Improper interference with the ability of Connecticut State Colleges and Universities (CSCU) employees to perform their expected job duties will not be tolerated.

The following procedure provides periodic training in confidential counseling and grievance investigation for agency counselors. Confidential counseling is completely independent of any other grievance procedure presently in place. It is for the purpose of resolving employee allegations of discrimination at the Connecticut State Colleges and Universities (CSCU) in an expeditious and informal manner.

This procedure, or submission of a complaint to this procedure, in no way precludes the submission of a complaint of a discriminatory nature to the Commission on Human Rights and Opportunities (CHRO), United State Equal Employment Opportunity Commission (EEOC), United States Department of Education Office of Civil Rights (OCR), United States Department of Labor (DOL), Wage and Hour Division, and any other agencies, state, federal or local, that enforces laws concerning discrimination in employment or public service and accommodation. Nor, does the establishment of this procedure foreclose any other legal options available to the employee.

Violation of this policy may be grounds for disciplinary action, up to and including dismissal from State Service.

**Connecticut State Colleges and Universities (CSCU)
Discrimination Complaint Procedure**

Definition/Legal Basis

Race, Color, Religion, Sex or National Origin

Title VII of the Civil Rights Act of 1964 (as amended) and Executive Order 11246 (as amended) prohibit discrimination in employment against any person (e.g. applicants and employees) on the basis of race, color, religion (religious creed), sex or national origin.

Age

The Age Discrimination in Employment Act of 1967 (ADEA), (as amended) prohibits discrimination in employment on the basis of age against any person (e.g. applicants and employees) age forty (40) or older. Connecticut Sec. 46a-60 prohibits discrimination based on age and protects any worker eighteen (18) years of age or older.

Disability

The Rehabilitation Act of 1973 defines "disabled individual" as any person who has a physical or mental impairment that substantially limits one or more of such person's major life activities, has a record of impairment, or is regarded as having such an impairment. Section 7(b) of the Rehabilitation Act addresses drug and alcohol abuse, noting that the definition of "disabled individual" does not include any individual who: is "an alcoholic or a drug abuser whose current use of alcohol or drugs prevents such an individual from performing the duties of the job in question or whose employment, by reason of such current alcohol or drug abuse, would constitute a direct threat to the property or the safety of others.

Persons with disability are defined in the Connecticut General Statutes Sec. 46a-8 as "any person who has a physical, mental, emotional, or other disability or dysfunction which constitutes a significant obstacle to such person's ability to function normally in society and includes those persons defined as developmentally disabled under Public law 94-103 and any amendments thereto." Physically disabled is defined under Connecticut General Statutes Sec. 46a-51(15) as "any individual who has any chronic physical handicap, infirmity or impairment, whether congenital or resulting from bodily injury, organic processes or changes from illness, including, but not limited to, epilepsy, deafness or hearing impairment or reliance on a wheelchair or other remedial appliance or device." Learning disability is defined in the Connecticut General Statutes Sec. 46a-51(19) as "an individual who exhibits a severe discrepancy between educational performance and measured intellectual ability and who exhibits a disorder in one or more of the basic psychological processes involved in understanding or in using language, spoken or written, which may manifest itself in a diminished ability to listen, speak, read, write, spell or to do mathematical calculations."

The Americans with Disabilities Act of 1990 (ADA) prohibits discrimination against qualified individuals with disabilities.

The ADA covers not only individuals who have disabilities, who have records of disabilities, or who are perceived as having disabilities, but also individuals related to, or associated with, persons who fit into one of these categories.

Status as a Vietnam-era or Special Disabled Veteran

The Vietnam Era Veterans Readjustment Assistance Act of 1974 (VEVRAA) defines Vietnam-era veteran as an eligible veteran any part of whose active military, naval, or air service was during the Vietnam era (between August 5, 1964, and May 7, 1975).

To be an eligible veteran, a person must have served on active duty for a period of more than one hundred eighty (180) days and have been discharged or released therefrom with other than a dishonorable discharge or have been discharged or released from active duty because of a service connected disability.

VEVRAA defines a special disabled veteran as:

- c. A veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Veteran's Administration for a disability rated at thirty (30) percent or more, or rated at ten (10) or twenty (20) percent in the case of a veteran who has been determined to have a serious employment handicap; or
- d. A person who was discharged or released from active duty because of a service-connected disability.

Resolution - Time Constraints

The Manager of Diversity and Inclusion will resolve any alleged discrimination or unfair employment practice within ninety (90) calendar days after the receipt of a written complaint. This timeframe includes filing, processing and resolution of such matters.

Records Retention

All records relevant to employee grievances including counseling sessions and informal allegations which result in complaints to enforcement agencies, are maintained, regularly, reviewed and reported on by the Manager of Diversity and Inclusion in the Affirmative Action Plan.

Training/Notification

The Connecticut State Colleges and Universities (CSCU) will obtain and provide periodic training in counseling and grievance investigations for agency managers, supervisors and employees.

Employees are notified about the Connecticut State Colleges and Universities (CSCU) Discrimination Complaint Procedure when the Affirmative Action Plan has been reviewed by the Commission on Human Rights and Opportunities (CHRO). The employees are also invited to review the Affirmative Action Plan.

Procedure for Handling and Investigating Discrimination Complaints

If you feel you have been a victim of discrimination please follow the following procedures:

1. Complainant requests a confidential meeting with the Manager of Diversity and Inclusion. The Manager of Diversity and Inclusion will advise the complainant of his or her rights in accordance with relevant laws and propose possible remedies.

2. If the complainant is unsatisfied with any of the possible remedies or if a remedy is not readily available the Complainant then has the right to file a written complaint with the assistance of the Manager of Diversity and Inclusion.
3. The written complaint must be filed on the complaint form and should include the following [please note: all grievances should be submitted within thirty (30) days of the alleged discriminatory treatment] :
 - a. Complainant's name
 - b. Work telephone number
 - c. Job title
 - d. Supervisor's name
 - e. Supervisor's Title
 - f. Complainant's home address
 - g. Complainant's home telephone number
 - h. Name of individual against whom the complaint is filed
 - i. The nature of the complaint
 - j. A description of the alleged act (s) of discrimination
 - k. The date (s) the act (s) took place
 - l. The date the complaint was filed
 - m. The complainant's signature
4. The Manager of Diversity and Inclusion will notify the accused party of the particulars of the complaint within seven (7) calendar days after receipt of the written complaint.
5. Upon the filing of a complaint, the Manager of Diversity and Inclusion will conduct a fact finding investigation of the complaint. Within thirty (30) calendar days from the filing of the complaint, the Manager of Diversity and Inclusion will provide a written report to the Complainant, the Accused, the President and/or a Designee as appropriate. If there is evidence that indicates the Complainant was discriminated against, the parties shall endeavor to resolve the matter within thirty (30) calendar days and/or an administrative action (e.g. discipline up to and including dismissal from State service) will be applied to the "harasser". If the endeavors at mediation are successful, a written agreement will be prepared for signature (by the Complainant, the Accused and the Manager of Diversity and Inclusion).
6. If there is no evidence of discrimination, the Manager of Diversity and Inclusion will advise the parties involved and dismiss the complaint.
7. If the complainant does not agree with the findings made in the investigation, he/she may appeal for review and reconsideration by the President. Any such appeal must be in writing and be filed within ten (10) calendar days from the date of the written report of the findings and must include specific information or evidence in support of the appeal. The President will advise the Complainant in writing within fourteen (14) calendar days of receipt of the appeal as to their choice of action on the matter.

Retaliation for Discrimination Complaints

Retaliation for having filed or participated in a complaint or investigation of discrimination is presumptive employment discrimination in violation of the law and as such will not be tolerated.

Definition of Retaliation

Disciplining, changing work assignments of, providing inaccurate work information to, or refusing to cooperate or discuss work related matters with an employee because that employee has complained about or resisted harassment, discrimination or retaliation.

Intentionally pressuring, falsely denying, lying about or otherwise covering up or attempting to cover up conduct such as that described in any item above.

The above is not to be construed as an all-inclusive list of prohibited acts under this policy. If you feel you have been the subject of retaliation for having filed or taken part in a discriminatory complaint/investigation please contact the Manager of Diversity and Inclusion immediately.

Sexual Harassment Policy & Procedure

It is the policy of the Board of Regents of Higher Education to prohibit harassment of one employee by another or supervisor on the basis of sex. The purpose of this policy is not to regulate our employees' personal morality; rather it is to assure that no employee harasses another on the basis of sex. In this regard, sexually offensive activity will not be tolerated.

Violations of the policy may be grounds for disciplinary action, up to and including dismissal from State Service.

Definition

Sexual harassment is a form of sex discrimination that is prohibited under both Connecticut law and Title VII of the Federal Civil Rights Act of 1964. See C.G.S. 46a-60(a) (8) and 29 C.F.R. 1604.11.

"Sexual harassment" is defined under Connecticut law as: "any unwelcome sexual advances or requests for sexual favors or any conduct of a sexual nature when (A) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (B) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (C) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment."

The Connecticut Courts have distinguished two general categories of sexually harassing behavior: Quid Pro Quo and Hostile Work Environment. The following are descriptions of conduct which constitute each category and are prohibited by this policy.

Quid Pro Quo (literally "this for that")

Quid Pro Quo sexual harassment occurs when an economic or job benefit is conditioned upon the granting of sexual favors. It may also occur when an employee is punished for failing to grant sexual favors in the workplace.

In a Quid Pro Quo case, the sexual overture or conduct is generally clear: for example, the supervisor demands that an employee go out with him or her in exchange for a promotion.

Title VII is violated if the employee's response to such an overture is used as the basis for an employment decision affecting the employee.

Quid Pro Quo harassment may be based on a single incident.

Hostile Work Environment

Sexual harassment may also occur when there is unwanted sexual conduct that creates an intimidating, hostile or offensive work environment, or that has the effect of unreasonably interfering with an individual's work performance. It is not necessarily to show a direct and tangible job or economic loss. This type of claim can be brought against anyone in the workplace, whether it is a supervisor or a coworker.

Conduct that will be considered a violation of this policy includes, but is not limited to the following:

- a. Verbal - includes sexual innuendoes, suggestive comments, insults, jokes of a sexual nature, sexual propositions and threats.
- b. Non-verbal - includes sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling and obscene gestures.
- c. Physical - unwanted physical contact, including touching, patting, grabbing, pinching, brushing the body, massaging, coerced sexual intercourse, rape, molestation, sexual assault and battery.
- d. Any other unwelcome conduct of a sexual nature.

Procedure for Handling and Investigating Sexual Harassment Complaints

If you feel you have been a victim of sexual harassment please follow the following procedures:

- 1) Keep a record of the incidents of sexual harassment. Write down the details of the incident: the date, time and location, the names of any witnesses and your response. Include also any notes, letters, pictures, etc. Keep the records in a safe place.
- 2) Seek assistance from the Manager of Diversity and Inclusion, any Human Resources staff member, supervisor or manager about the harassment or issues.
- 3) Supervisors and managers will contact the Manager of Diversity and Inclusion and refer the employee to the Manager of Diversity and Inclusion. The Manager of Diversity and Inclusion shall receive both written and verbal complaints and may assist the complainant in preparing a statement of allegations. Anonymous complaints and complaints from the public will also be investigated.

- 4) Within five (5) days of receiving a formal complaint of sexual harassment, the alleged harasser shall be contacted by the Manager of Diversity and Inclusion to set up a meeting and will be presented with a copy of the complaint. The individual has the right to union representation or other representation at this meeting (as long as bargaining unit members have signed a waiver of union representation) and shall be given an opportunity to respond to the charges alleged in the complaint.
- 5) All complaints will be investigated expeditiously by the Manager of Diversity and Inclusion.
- 6) Discipline will be applied if a violation of this policy is found to have occurred.

When a complaint is made the Manager of Diversity and Inclusion will have the duty of immediately bringing all sexual harassment and retaliation complaints to the confidential attention of the President.

Retaliation for Sexual Harassment Complaints

Retaliation for having filed or participated in a complaint or investigation of sexual harassment will not be tolerated at the Connecticut State Colleges and Universities (CSCU) and throughout all Connecticut State Colleges and Universities.

Definition of Retaliation

Disciplining, changing work assignments of, providing inaccurate work information to, or refusing to cooperate or discuss work related matters with an employee because that employee has complained about or resisted harassment, discrimination or retaliation.

Intentionally pressuring, falsely denying, lying about or otherwise covering up or attempting to cover up conduct such as that described in any item above.

The above is not to be construed as an all-inclusive list of prohibited acts under this policy.

Please note: Harassment on the basis of race, color, religious creed, sex, national origin, ancestry, marital status, age, sexual orientation, transgender, genetic background information, prior conviction of a crime, physical disability, learning disability, intellectual disability, past or present history of a mental disability, status as a Vietnam-era or special disabled veteran or status in any group protected by state or federal law is prohibited.

Records of Complaints and Confidentiality

All records associated with complaints will be maintained in the Manager of Diversity and Inclusion's Office.

All complaints and resulting documents will be held in strict confidence to the extent possible. Anyone involved in the intake, investigation, discipline and outcome of a complaint will be disciplined as appropriate for failing to protect the confidentiality of all involved in the investigation and outcome of a complaint.

Sexual Orientation Policy & Procedure

All employees are prohibited from discriminating against another employee or agent of the Connecticut State Colleges and Universities (CSCU) on the basis of his/her sexual orientation, in accordance with Connecticut General Statutes, Section 46a-81c.

For purposes of this policy, "sexual orientation" means having a preference for heterosexuality, homosexuality, or bisexuality; having a history of such preference; or being identified with such preference. .

The following shall be considered a discriminatory practice in violation of this policy and Connecticut General Statutes, Section 46a-81c: If an employer, except in the case of a bona fide occupational qualification or need, refuses to hire, or employ, or to bar or to discharge from employment any individual; or to discriminate against him/her in compensation or in terms, conditions, or privileges of employment because of the individual's sexual orientation. If any person, employer, employment agency or labor organization, except in the case of bona fide occupational qualification or need, advertises employment opportunities in a manner that restricts such employment so as to discriminate against individuals because of their sexual orientation.

Nothing in this policy shall be deemed or construed to mean that the Connecticut State Colleges and Universities (CSCU) authorizes or permits the use of numerical goals or quota, or other types of affirmative action programs, with respect to transgender status, homosexuality or bisexuality in the administration of this policy.

Procedure

Any employee who feels that he or she is the victim of discrimination based on sexual orientation may file a written complaint with the Manager of Diversity and Inclusion.

DISCRIMINATION COMPLAINT AGENCIES

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

1. The Connecticut Commission on Human Rights & Opportunities

Southwest Region Office

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

West Central Region Office

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

Capitol Region Office

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

Eastern Region Office

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

Complaints should be filed with the Commission on Human Rights and Opportunities (CHRO) no later than one hundred and eighty (180) days after the alleged act of employment discrimination occurred.

2. The Equal Employment Opportunities Commission

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

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

3. The Department of Education, Office of Civil Rights

U.S. Department of Education
Boston Office
8th Floor
5 Post Office Square
Boston, Massachusetts 02109-3921
Tel: (617) 289-0111

4. Connecticut Commission on Women, Children and Seniors

18-20 Trinity Street
Hartford, CT 06106
Tel: (860) 240-8300

5. Commission on Equity and Opportunity

18-20 Trinity Street
Room 202
Hartford, CT 06106
Tel. (860) 240-1424

6. State of Connecticut: Employee Grievance Procedure

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

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

7. Wage and Hour and Public Contracts Division

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

8. Wage and Workplace Standards Division

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

SUMMARY OF OBJECTIVES

The following hiring and promotion goals have been set for the period March 1, 2018 – February 29, 2020 in accordance with Regulations of Connecticut State Agencies Section 46a-68-85.

**Connecticut State Colleges and Universities (CSCU) System Office
Hiring and Promotional Goals established in the
Affirmative Action Plan
For March 1, 2018 through February 29, 2020**

Executive/Administrative/Managerial	1 WF, 1 BM
Professional	6 WF, 2 HM, 1 HF, 2 AAIAHNPI M
Secretarial Clerical	1 WM, 1 HM, 1 AAIAHNPI F
Technical/Paraprofessional	1 WM, 1 BF

*AAIAHNPI =Asian, American Indian, Alaskan Native & Pacific Islander

**Search Charge
Meeting Agenda**

- 1.) Introductions**
- 2.) Role of CSCU System Office Search Committee Members**
- 3.) Position Announcement Review and Closing Date**
- 4.) Development of Matrix Applicant Tracker**
- 5.) Development of Interview Questions and Desired Correct Answers**
- 6.) Approval Process of Matrix and Interview Questions**
- 7.) Getting Access to CSCU SharePoint Files**
- 8.) Evaluation of Applicants (Individually or As Team)**
- 9.) Inherent Bias in the Search Process**
- 10.) Discussion of the Evaluation of the Applicants and Proper Documentation**
- 11.) Recommendations of Applicants to be Interviewed and Approval Process**
- 12.) Schedule Interviews**
- 13.) Make recommendations to Hiring Manager for Selection**
- 14.) Search Chair Collects all Documents & Related Search Materials to Return to HR**

Connecticut State Colleges and Universities (CSCU) System Office

Search Committee Guidelines

Search Committees play a key role in recruiting, evaluating, and recommending the most qualified candidates for employment with the Connecticut State Colleges and Universities (CSCU) System Office. Our Search Committee members are the first people that the candidates meet. Each Search Committee member is representing the CSCU System Office as a diverse and welcoming place to work while carrying out their responsibilities.

Leah Glende, Manager of Diversity and Inclusion (glendel@ct.edu or 860-723-0727) is available for consultation throughout the entire search process to answer and discuss specific situations, and offer recommendations and training. Please contact her with any questions you have through the process.

Search Committee Composition

The Hiring Manager may appoint either the Search Committee Chair who is charged with selecting the committee members, or both the Chair and the Hiring Manager can select the other members of the search committee. The structure of the search committee will vary but we want to strive for a broad, inclusive and fair search process for all applicants. The Search Committee members will include different backgrounds, perspectives, and expertise; Knowledge of the substantive area and the technical expertise to effectively evaluate candidates' qualifications; Represent a diverse cross section of the System Office's, State Universities' and Community Colleges' population including a commitment to diversity.

Search Committee Members Responsibilities

The Search Committee is responsible for the evaluation of all applicants consistently and fairly; Participation in the interview process and to recommend the finalists to the Hiring Manager. Search Committee members should be available to participate fully and consistently in the entire process and to perform duties assigned by the Search Chair.

Confidentiality

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

Written and electronic documentation pertaining to any given search may be subject to public record requests (Freedom of Information Act – FOIA) by candidates or other individuals.

Requests may encompass committee member's notes and emails. It is important to be mindful of the potential of FOIA requests during the search process.

Recruitment

Search Committees are responsible for fulfilling the Connecticut State Colleges and Universities (CSCU) System Office's requirement to demonstrate "good-faith efforts" to diversify the applicant pool by proactively and aggressively recruiting for all open positions. All Search Committee members should be actively engaged in executing the recruitment plan, including utilizing professional contacts, engaging in formal and informal networking, utilizing non-traditional advertising such as listservs and on-line publications, discussing the position among members of relevant membership in professional organizations, and attending conferences.

Evaluation of Applicants

Committee members may only use the published minimum and preferred qualifications for the position in evaluating application material. The reason behind this is due to the fact that the position announcement advertised is considered a contract we (CSCU) made with the public and the requirements cannot be changed to something different than what was included in the advertisement. The Search Committee Members will discuss this information and come to an agreement using the position announcement criteria. This criteria will be used to evaluate and screen each applicant consistently, fairly and objectively.

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

There is no rule about how many candidates a search committee must interview. The candidates that meet or exceed all of the position minimum qualifications should be interviewed. The preferred requirements are used to further evaluate the applicant pool that met or exceeded all of the minimum qualifications.

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

Good practices to counterbalance the effects of inherent bias and assumptions about applicants that apply for our positions include:

- Developing objective criteria for evaluating candidates from the position announcement and applying it consistently to all applicants that applied for the position;
- Spending sufficient time evaluating each applicant fairly and consistently;
- Explaining and documenting the decision for rejecting or retaining a candidate based on evidence in the candidate's file as related to their qualifications;
- Assuring the Search Committee considers qualified women and underrepresented groups;
- Reviewing their influencing decisions to eliminate them to assure there is no bias used in the process;
- Evaluating the entire application paperwork equitably and objectively and do not depend on only one element, such as prestige of the degree-granting institution, post-doctoral programs, specialized degrees or the letter of recommendations received.

Interview Questions

It is best practice to have the Search Committee develop interview questions before the evaluations of applicants has been completed. The questions should be developed by the team and focus on all areas of the position requirements. The answers to the questions should be included to assure that they are quantifiable and they must be related to the job and essential to determining the candidate's qualifications for the position and we will know the outcome of the response the committee is trying to gather from the interview. The core set of interview questions for all applicants will elicit sufficient information to make an evaluation of the candidates' qualifications and allow an equitable comparison of the candidates. To ensure equity, the interview experience should be consistent, providing the same opportunities to each candidate.

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

The Search Chair will coordinate with the Search Committee members to develop the interview questions, the potential best answers for the questions and will forward to the Manager of Diversity and Inclusion for review and approval.

Interviews

Before inviting candidates for interview, all of the appropriate documentation regarding the initial candidate rankings must be submitted to the Manager of Diversity and Inclusion for approval. This is a critical part of the review of the applicants and the documentation will be used to justify the hiring or promotional activity in the Connecticut State Colleges and Universities (CSCU) System Office's Affirmative Action Plan which follows the Commission on Human Rights and Opportunities (CHRO) Affirmative Action Regulations. Once the documentation has been approved the Search Committee can begin to schedule the interviews.

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

All Search Committee Members should participate in all interviews to ensure fair and consistent evaluation of interviewed candidates. If Search Committee Members cannot make some of the scheduled interviews, it is important to let the Search Chair know as soon as possible so we can get a replacement that can attend all of the dates.

The Search Committee should feel comfortable with any finalist they are recommending to the Hiring Manager because they will be able to select any of the recommended finalists. Also the selected candidate could decline the opportunity and another candidate could be offered the position.

Documentation Required

All applicants that apply for the CSCU System Office positions must be evaluated fairly, consistently and according to the position requirements. Documentation must be provided for all applicants selected for an interview or not selected. The justifications must be specific, concrete, objective and detailed. No subjective documentation that includes any feelings, opinions, emotions, or broad general statements will be approved. Do not include any second-hand knowledge because the Search Committee is only evaluating the applicants based on the application paperwork that they submitted. No discriminatory language or language referencing any underrepresented groups or a protected class members would be approved either. The Search Chair will gather all of the documentation from the evaluation of all applicants, the reasons that candidates will be recommended for the interview process that include all strengths and weaknesses documented from each Search Committee member and return the material, documentation and all other related search information to the Manager of Diversity and Inclusion or to the Human Resources Office.

Unconscious Assumptions or Bias in the Evaluation Process of Candidates and Including the Interviews

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

-Bias is an inclination or prejudice for or against one person or group. Unconscious bias are feelings we have towards other people or groups of people. Unconscious feelings play a small part in influencing our judgement of certain people and groups, away from being balanced or even-handed, in many different areas of life, including the workplace. Feelings about gender and stereotypes we've all developed throughout our lives. How we were brought up, where you were brought up, how we've been socialized, our experiences, our exposure to other social identities and social groups, who our friends are and friends we have had through our lives, as well as media influences, all affect how we think and feel about certain types of people or feelings toward men and women.

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

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

-Implicit biases can include:

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

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

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

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

Good practices to counterbalance the effects of inherent bias include:

- Learning about research on bias and assumptions and striving to minimize their influence on the evaluation of candidates.
- Developing criteria based on position qualifications directly from the job announcement for evaluating candidates and applying them consistently to all applicants.
- Spending sufficient time evaluating each resume/application package thoroughly.
- Evaluating each candidate's entire application package and not depending too heavily on only one element, such as the prestige of the degree-granting institution or post-doctoral program or the letter of recommendation.
- Explaining the decision for rejecting or retaining a candidate based on evidence in the candidate's submitted paperwork as it relates to the position qualifications.
- Be able to defend every decision for eliminating or advancing a candidate.
- Periodically evaluating the search committee's decision to consider whether evaluation bias and assumptions are influencing any decisions throughout the search process.
- All search committee members should discuss the objective(s) of the interview, the main topics or areas to be covered during the interview, the arrangements and interview appointment for each candidate. Please allow ample time to conduct the interview and time between interviews.
- All search committee members should develop a core set of questions for all applicants that will produce sufficient information to make an evaluation of the candidates' qualifications and allow equitable comparison of the candidates' expertise and skills in the line of work or discipline.
- Interview questions must be related to the job and essential job functions to determine the candidate's qualifications, knowledge, skills and abilities for the position.
- All search committee members should participate in all interviews to ensure fair and consistent evaluation of each applicant selected for interviews.
- The interview experience should be consistent and must provide the same opportunities as the other candidates.
- Everyone participating in the interview process must stay away from making comments, using humor or making any statements that could be interpreted as less formal, inappropriate or unlawful. Keeping the interview process formalized and consistent is the best practice to avoid anything that could be considered uncomfortable, illegal or inappropriate. Trying to make the candidate relaxed and at ease is always the best way to begin the interview process because it can be an intimidating experience for them. Starting by introducing the search committee members, explanation of the department that the position is in and the core job responsibilities can start the process positively.
- Document the information provided by the candidate being interviewed and not your opinions, feelings or statements about the person.
- Make sure all of your notes taken to evaluate applicants or interview notes are objective and not subjective; and are maintained and given to the Search Chair to keep in the Search folder.

Thanks for serving on our Search Committee!

Sample Evaluation Matrix

	Minimum	Minimum	Minimum	Minimum	Minimum	Minimum	Minimum	Minimum	Minimum	Minimum	Minimum	Minimum	Minimum	Minimum	Comments	Move to Interview
Applicant	A Terminal Degree, a Ph.D or equivalent	Fifteen (15) years of progressive experience in higher education, including evidence of institutional leadership and transfer	Demonstrated commitment to shared governance and evidence of collaborative and consultative decision-	Excellent organizational, interpersonal, presentation, writing and editing skills	Ability to communicate effectively with diverse constituencies	Demonstrated skills in planning and project implementation	Demonstrated evidence to meet timelines and be responsive to system and campus requests	Knowledge of best practices, current issues, and future trends in higher education	Proven experience in curriculum development and evidence of having served on various academic /governance committees	Ability to create and maintain strong relationships within a multi-dimensional environment	Utmost discretion in dealing with confidential information	Knowledge of accreditation agencies, standards, and policies	Knowledge of distance education and use of technology in instruction	Budgeting and managerial experience		
1																
2																

SAMPLE



RECRUITMENT PLAN

Department _____

Position Title _____

INSTRUCTIONS: Human Resources or designee may make necessary editorial changes to draft advertisements to ensure consistency, compliance, conformance with AA/EEO requirements, and space. After approval of the Recruitment Plan, Human Resources will place the advertisements.

ADVERTISING SOURCES:

Recommended newspapers, journals, websites:

Funding Source:

All BOR positions will be posted on the following websites: Board of Regents for Higher Education (BOR) and State of Connecticut -Department of Administrative Services (DAS)

_____	_____
CSCU website	_____
_____	_____
DOL	_____
_____	_____
N/A	_____
_____	_____
N/A	_____
_____	_____
N/A	_____

ADDITIONAL SEARCH COMMITTEE RECRUITMENT EFFORTS:

(e.g.; ListServs; e-mail distribution lists; mailing lists, attendance at conferences, networking, etc.)

N/A

PROPOSED SEARCH COMMITTEE: (*Must include a member of an underrepresented group*)

Race/Ethnicity: W = White B = Black H = Hispanic O = Other U = Unknown

		Gender	Race/ Ethnicity		Gender	Race/ Ethnicity
1	Chair	_____	_____	4	_____	_____
2		_____	_____	5	_____	_____
3		_____	_____	6	_____	_____

Approvals:

1	_____	Date	3	_____	Date
	Hiring Manager			HR Designee	
2	_____	Date	4	_____	Date
	Department Head			Manager of Diversity and Inclusion or designee	



RECOMMENDED CANDIDATES

Department _____

Position
Title/Rank _____

Instructions: Complete the form and submit to the Manager of Diversity and Inclusion.

A **memorandum** summarizing the search committee's assessment of **all** candidates listed as finalists on the AAP Form 3 or candidates interviewed must be attached. List the committee's recommended (unranked) candidates below.

Name of Recommended Candidate	Gender/Race/ Ethnicity	Recommended Salary (To be completed by the Hiring manager)	Recommended Start Date	Special Terms/Conditions <i>(if applicable)</i>
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

RACE/ETHNICITY: W = White B = Black H = Hispanic O = Other U = Unknown

Reference checks having been completed for all recommended candidates.

Search Chair _____ Date _____

Approvals:

Hiring Manager _____ Date _____

Manager of Diversity and Inclusion _____ Date _____

Director of HR and Labor Relations or VP of HR _____ Date _____

Section 46a-68-80
External Communication and
Recruitment Strategies

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-80
EXTERNAL COMMUNICATION**

This element was in compliance in the previous submission. CHRO recommended that the quarter of the quarterly reports needs to be noted on each of the forms. The CSCU has taken cares to ensure this has been addressed with this submission.

Subsection (a)

The Connecticut State Colleges and Universities (CSCU) System Office has developed means of recruiting goal candidates for current positions.

All of the applicants apply to the CSCU System Office's Human Resources Department and all of the vacant positions are posted on the Connecticut State Colleges and Universities (CSCU) Website. Job announcements also direct the applicants to complete the required CSCU Application. The Director of HR Administration and the Manager of Diversity and Inclusion work closely with the hiring managers to develop the appropriate recruitment plan for the position requirements.

Subsection (b)

Connecticut State Colleges and Universities (CSCU) has put itself on public record as an Affirmative Action and Equal Employment Opportunity employer. Consistent with that posture:

- 1.) Written expression of CSCU System Office's commitment to affirmative action and equal employment opportunity and notice of job availability are sent to recruiting sources and organizations which refer qualified applicants for employment. All job postings and advertisements include a statement that Connecticut State Colleges and Universities (CSCU) is an Affirmative Action and Equal Employment Opportunity Employer. The CSCU System Office's commitment to affirmative action is stated on all notices of job openings and mailed to a resource list that targets underrepresented populations and organizations specifically to attract qualified experts in different areas of specialties in higher education and administration. All notices contain the statement: "Connecticut State Colleges and Universities (CSCU) is an Equal Opportunity Employer/Affirmative Action Employer, M/F. Protected Group Members are strongly encouraged to apply."

The job announcements also post the CSCU System Office's Continuing Notice of Nondiscrimination. Connecticut State Colleges and Universities (CSCU) does not discriminate on the basis of race, color, religious creed, age, gender, gender identity or expression, national origin, marital status, ancestry, present or past history of intellectual disability, learning disability or physical disability, veteran status, sexual orientation, genetic information or criminal record.

Connecticut State Colleges and Universities (CSCU) is an Affirmative Action/Equal Opportunity Employer and strongly encourages the applications of women, minorities, persons with disabilities and veterans was included on all job announcements.

The following person has been designated to handle inquiries regarding the non-discrimination policies: Leah Glende, Director of Diversity and Inclusion, Connecticut State Colleges and Universities (CSCU), 61 Woodland Street Hartford, CT 06105, 860-723-0727, or by email at glendel@ct.edu.

The Connecticut State Colleges and Universities (CSCU) website directs applicants to the Employment Opportunities page and it clearly displays and states CSCU's commitment to being an Affirmative Action and Equal Employment Opportunity Employer.

- 2.) Connecticut State Colleges and Universities (CSCU) is an Affirmative Action and Equal Employment Opportunity Employer and notice was sent to all unions that represent the collective bargaining employees. This notice contained an invitation to review and comment upon the CSCU's System Office Affirmative Action Plan. The communication that was sent to the unions is included in this section.

Subsection (c)

Connecticut State Colleges and Universities (CSCU) initiates and undertakes vigorous, positive relationship-building activities to ensure that affirmative action is more than a paper commitment. The CSCU System Office has worked to secure ongoing relationships and develop additional recruiting sources while cultivating outreach recruitment programs and maintaining contact with protected class members and resources agencies.

Connecticut State Colleges and Universities (CSCU) uses publication sources that include underrepresented groups and diversity. Networking with professional associations that target the specific field of expertise has been another avenue used to attract diverse and underrepresented populations that are skilled and qualified in the area and focus of the recruitment.

The Human Resources staff and the Director of Diversity and Inclusion continue to maintain contacts with diverse community and educational organizations. They receive notification of job openings and refer qualified candidates from underrepresented populations.

The Director of HR Administration and the Director of Diversity and Inclusion encourage members of each search committee that is part of any association, society, board or educational network related to the skills and requirements the job should be used when recruiting for CSCU System Office positions.

Several staff members also maintain memberships in the College and Universities Professional Association for Human Resources (CUPA), International Public Management Association for Human Resources (IPMA), Government Finance Officers Association (GFOA), American Institute of Architects (AIA), National Association of College and University Business Officers (NACUBO), CT Information Systems Audit and Control Association (ISACA), National

Association of Student Financial Aid Administrators (NASFAA), National Association for College Admission Counseling (NACAC), American Association of Collegiate Registrars and Admissions Officers (AACRAO), CT Association of Professional Financial Aid Administrators (CAPFAA), Association of Intuitional Research (AIR), and the National Associations of College and University Attorneys (NACUA).

The Director of Diversity and Inclusion is also a member of the Connecticut Association for Diversity and Equity Professionals (CADEP) which represents AA/EEO, diversity, inclusion and equity and access professionals from all State Agencies. These recruiting sources and the cultural commissions assigned to the General Assembly are also forwarded position vacancies which include the Commission on Women, Children and Seniors and the Commission on Equity and Opportunity.

In all collective bargaining agreements to which the CSCU System Office is a party, it is the expectation that representatives of the State shall bargain in good faith for the inclusion of nondiscrimination and affirmative action clauses in the union contracts. Management representatives will be requested to deliberate in good faith for the inclusion of these clauses.

Names and addresses of all recruiting resources, external business organizations and all communications to individuals and organizations are now kept electronically and are maintained in the Human Resources Office. A listing of recruitment resources that is used with the hiring managers when recruiting for positions is included in this section.

All Connecticut State Colleges and Universities (CSCU) publications include photographs that reflect diversity of Connecticut's students, citizenry and higher education constituencies.

The Equal Employment Opportunity Officer/Director of Diversity and Inclusion and some Presidential appointees have participated in a mandated grievance training session in pursuant of Public Act 92-85 as well as training in pursuit of Public Act 03-151. The Director of Diversity and Inclusion attended additional affirmative action, equal employment opportunity, ADA, Title IX training offered by the CT Association of Diversity and Equity Professionals (CADEP). Also other training sessions that were attended by the Equal Employment Opportunity Officer include legal updates training with Shipman and Goodwin, IPMA and also some Webinars were viewed by staff during the reporting period. Other CSCU staff attended statewide, regional and local meetings, fairs and other events to become familiar with organizations and their staffs with whom mutually beneficial relationships might be established.

The attached documentation presents the set-aside purchasing goals from small contractor and minority business enterprise submitted by the Connecticut State University System from purchases made directly by the System Office. The Community College set-aside reports have been included within their individual College plans. Quarterly reports that include small women, disabled and minority business enterprise purchases are included in the Affirmative Action Plan.



November 2, 2018

American Federation of State, County
& Municipal Employees, AFL-CIO
NP-3 AFSCME Administrative Clerical Union
444 East Main Street
New Britain, CT 06051

To Whom It May Concern:

In accordance with Section 46a-68-35 of the Affirmative Action Regulations of Connecticut State Agencies this is to notify you that the Connecticut State Colleges and Universities (CSCU) is an affirmative action employer, and the Affirmative Action Plan has been approved by the Commission on Human Rights and Opportunities.

A copy of the Affirmative Action Plan is available for review in the Human Resources Office, which is located at 61 Woodland Street, 3rd floor, Hartford. If you wish to review the Plan in our office, please contact me at (860) 723-0727.

Sincerely,

Leah Glende

Leah Glende
Manager of Diversity and Inclusion



November 2, 2018

American Federation of State, County
& Municipal Employees, AFL-CIO
AFSCME Higher Education Professionals Union
444 East Main Street
New Britain, CT 06051

To Whom It May Concern:

In accordance with Section 46a-68-35 of the Affirmative Action Regulations of Connecticut State Agencies this is to notify you that the Connecticut State Colleges and Universities (CSCU) is an affirmative action employer, and the Affirmative Action Plan has been approved by the Commission on Human Rights and Opportunities.

A copy of the Affirmative Action Plan is available for review in the Human Resources Office, which is located at 61 Woodland Street, 3rd floor, Hartford. If you wish to review the Plan in our office, please contact me at (860) 723-0727.

Sincerely,

Leah Glende

Leah Glende
Manager of Diversity and Inclusion



November 2, 2018

SUOAF Union Office
100D Winthrop Hall
Eastern Connecticut State University
83 Windham St.
Willimantic CT 06226

To Whom It May Concern:

In accordance with Section 46a-68-35 of the Affirmative Action Regulations of Connecticut State Agencies this is to notify you that the Connecticut State Colleges and Universities (CSCU) is an affirmative action employer, and the Affirmative Action Plan has been approved by the Commission on Human Rights and Opportunities.

A copy of the Affirmative Action Plan is available for review in the Human Resources Office, which is located at 61 Woodland Street, 3rd floor, Hartford. If you wish to review the Plan in our office, please contact me at (860) 723-0727.

Sincerely,

Leah Glende

Leah Glende
Manager of Diversity and Inclusion

**RECRUITMENT RESOURCES
CONNECTICUT COMMUNITY ORGANIZATIONS**

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

DANBURY

NAACP
Aaron B. Samuels Blvd.
Danbury, CT 06810
(203) 743-6143

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

MERIDEN

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

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

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

MIDDLETOWN

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

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

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

NEW LONDON

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

Centro de la Comunicad, 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

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

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

STORRS

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

WATERBURY

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

RECRUITMENT RESOURCES - 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

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

RECRUITMENT RESOURCES - COLLEGES/UNIVERSITIES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Hispanic Professional Network, Inc
1 Union Place, 3rd floor
Hartford, CT 06103
(860) 251-8370

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

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

MEDIA/PUBLIC ACCESS RESOURCE MAILING LISTING

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

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

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

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

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

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

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

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

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

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

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

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

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

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
Email: besb@po.state.ct.us
Website: www.besb.state.ct.us

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

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

New London Bar Association
P.O. Box 97
Yantic, CT 06389
(860) 889-9384

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

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

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

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

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

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

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



CONNECTICUT STATE COLLEGES AND UNIVERSITIES (CSCU) SYSTEM JOB OPPORTUNITY

VICE PRESIDENT OF PURCHASING

Open to: The Public
Location: 61 Woodland Street, Hartford, CT
Shift/Hours: Full-Time, 40 hours/week
Salary: Commensurate with experience
Closing Date: Review of applications will begin August 15, 2018
and will continue until the position is filled.

Position Summary:

The Connecticut State Colleges and University (CSCU) System Vice President of Purchasing is a motivated leader with responsibility for the overall vision and direction of the purchasing functions performed by the twelve (12) community colleges and four (4) state universities of the CSCU System. CSCU is a \$1.2B organization. The Vice President of Purchasing shall oversee purchasing and compliance functions as well as create and maintain a shared service organization for system-wide requirements focusing on quality of goods and services and cost containment. He/she shall also develop and maintain system-wide policies, implement and maintain required software, and supervise and train staff to manage all applicable functions. The Vice President of Purchasing reports to the System's Chief Financial Officer.

Position Responsibilities:

The Vice President of Purchasing is the CSCU System's leader and expert over the purchasing function, ensuring that all federal, state and system purchasing policies and regulations are observed. He/she provides system-wide tools and resources to meet end user's needs for goods and services, and develops revenue generation, cost reduction, cost savings, and risk mitigation strategies in the purchasing arena.

The Vice President of Purchasing is responsible for the management and oversight of the consolidated, system-wide procurement organization. This includes the implementation, maintenance and management of an electronic procurement system as well as the management of services that are shared throughout the system. This will also involve working closely with subject matter experts for technical procurements.

The Vice President will work with legal and contracting professional teams in pursuit of strategic sourcing and development of strategic initiatives.

The Vice President will define and articulate a vision for system-wide purchasing, promote stakeholder involvement and be responsible for the policy/procedure/process and program review and development.

Additional responsibilities include:

- Development of purchasing training programs for employees throughout the system, including purchasing professionals, requisitioners and the system community.
- Serves as liaison between the CSCU, the Office of the Attorney General, the Department of Administrative Services and other state agencies as required of the position.
- Development of a communication strategy.
- Administration of the CSCU system Set-Aside Program for small contractors and minority business enterprises.
- Supervision of full-time and part-time professionals and clerical staff within the respective areas of position responsibilities.
- Maintaining and analyzing spend data in order to optimize purchases.
- Liaising with other agency procurement executives to determine if consolidating efforts is beneficial to CSCU.
- Periodic reporting of performance metrics and quantified savings.
- Development/Compliance with Service Level Agreements.

Qualifications:

Bachelor's degree in accounting, purchasing management, financial management or a relevant business or public administration concentration. Master's Degree, legal degree, or other type of advanced degree is preferred. A minimum of ten years related experience in business, purchasing and/or administration required.

The following experience is required, or if indicated, preferred:

- Leadership in a shared services environment of an organization the size of CSCU (approximately \$1B).
- Leadership of a decentralized organization to function in unison as a single purchasing system.
- Functioned at Director level; Vice President level preferred.
- Worked in an e-procurement environment; experience in a new implementation preferred.
- Experience with Banner or similar ERP platform as well as an electronic procurement system preferred.
- In-depth knowledge of the procurement field, including the competitive bid process, e-procurement, cooperative purchasing, and management of complex procurements and contracts is required.
- Demonstrated commitment to a metrics-driven organization with cost savings and process improvements.

- Demonstrated strength in the ability to negotiate with vendors and service providers, as well as the ability to build strong vendor partnerships.
- Ability to manage and monitor purchases in accordance with their terms and conditions, State and Federal statutes and regulations, Attorney General guidelines, Board of Trustees policies and State Code of Ethics.
- Demonstrated experience in developing Requests for Proposal (RFP's) and other such justification documents while working in conjunction with the Vice President of Contracting.
- Knowledge of the basic principles of risk management and insurance programs including safety and loss control techniques.
- Demonstrated knowledge of applicable State and Federal statutes, and procurement best practices.
- Experience in a college, university or system setting preferred.
- Experience with complying with Service Level Agreements.

Personal characteristics include:

- Excellent verbal and written communication skills as well as the ability to work cooperatively with a wide range of stakeholders at all levels of a complex organization. Demonstrated ability to manage the work of support staff.
- Customer focused and service oriented disposition.
- Possess effective interaction skills with diverse constituents including academic and administrative leaders, faculty, professional staff and suppliers.
- Innovative, and at the same time respectful of fiduciary obligations.
- Possess the ability to inspire others and build a sense of team while managing multiple, complex procurements that may have system-wide impact.
- Possess the willingness to take “ownership” of the procurement process and the commitment to achieving articulated goals.
- Ability to multi-task and respond to time sensitive requirements while ensuring compliance with policies.

Professional certification in either purchasing (i.e. C.P.M, CPPO/CPPB) or project management (i.e. CAPM, PMP) is preferred.

Some of these qualifications may be waived for individuals with appropriate alternate experience.

Application Instructions:

Please submit the following via email to jobs@ct.edu: (1) CSCU Employment Application (available at <http://www.ct.edu/files/pdfs/Employment-Application.pdf> **AND** (2) in a single Word or PDF file provide a cover letter, resume, and contact information for three professional references. Please reference “**Search #18-08**” on the subject line of the email.

Refer to www.ct.edu for more information about the CSCU and our 17 institutions. Review of applications will begin on August 15, 2018 and will continue until the position is filled.

Notice of Nondiscrimination

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The CSCU System is an Affirmative Action/Equal Opportunity Employer and strongly encourages the applications of women, minorities, persons with disabilities, and veterans.

Description

The Board of Regents for Higher Education (BOR) and the CT State Colleges and Universities (CSCU) are undertaking a major reorganization of Connecticut's community college system. The BOR and CSCU plan to consolidate the 12 NECHE-accredited and independently administered community colleges into a single accredited institution by 2023, starting with the regionalization of the campuses. This consolidated institution with 12 campuses statewide will provide credit and non-credit programs to more than 100,000 students in rural, suburban and urban communities.

This bold plan to establish an academically integrated institution will provide Connecticut college students with an affordable, accessible, high-quality education that meets their personal, career and academic goals and the workforce needs of our state. A structural change of this magnitude is designed to ensure a sustainable future for the community college system.

Implementing this monumental transformation involves aligning college curricula statewide to support high-quality educational programs and seamless transfer; implementing initiatives such as Guided Pathways to improve and increase student enrollment, retention, completion, and career readiness; centralizing administrative functions; and sharing resources across campuses. This work is underway now and will be greatly accelerated under a regionalized leadership structure in which the Regional Presidents will hold key positions. The BOR and CSCU seek leaders for this transformational change to position the campuses, their students and graduates, and Connecticut for a secure and vibrant future.

Regional Descriptions:

Each region offers variations in size and setting ranging from urban, suburban and rural campus settings throughout the state. However, each college shares a common commitment to open access and offers opportunities for intellectual, professional and leadership development through

Capital East consists of five colleges of various sizes. The colleges are located in urban, suburban and rural localities in the central and eastern parts of Connecticut.

Strengths: The region's campuses consist of dedicated faculty and staff who embrace their integral role in fulfilling a common mission of student affordability, educational access and program excellence. The region's passion for student success extends beyond the colleges. Each college has extensive ties to its communities, having built long-term productive relationships with area business, civic, and community organizations. Each institution is also strongly supported by an active, independent, and enthusiastic college foundation that provides financial support and community goodwill.

Challenges: Identified areas faced by the region's colleges include the need to develop effective marketing strategies to communicate the value of a community college education, as well as the need to support students entering college that need intensive developmental coursework, supplemental instruction, and holistic support services. The new approach of regionalization will require increased levels of collaboration among the colleges to enhance student success across the region.

[Capital Community College, Hartford](#) [IPEDS Link](#)

[Manchester Community College, Manchester](#) [IPEDS Link](#)

[Middlesex Community College, Middletown](#) [IPEDS Link](#)

[Quinebaug Valley Community College, Danielson](#) [IPEDS Link](#)

[Three Rivers Community College, Norwich](#) [IPEDS Links](#)

Region 2 - North-West

North-West consists of four colleges of various sizes, in urban, suburban and rural localities in the central, north and northwestern parts of Connecticut.

Strengths: The North-West Region's expanded program offerings are responsive to student and employer needs while creating a supportive personal environment for students. The campuses enjoy strong partnerships with their local communities and industry and their respective foundations. Emphasis is placed on innovation and access as evidenced by the development of

programs meeting students' needs as well as pioneering approaches to improve quality of services, streamline processes or cut costs.

Challenges: Identified areas include the need to increase awareness of the value of community college education as well as strengthening opportunities with the state universities. Additional challenges are the lack of college readiness on the part of incoming students and the support and resources required to ensure success.

[Asnuntuck Community College, Enfield](#) [IPEDS Link](#)

[Naugatuck Valley, Waterbury](#) [IPEDS Link](#)

[Northwestern Community College, Winsted](#) [IPEDS Link](#)

[Tunxis Community College, Farmington](#) [IPEDS Link](#)

Region 3 - Shoreline-West

Shoreline-West consists of three colleges of various sizes, in urban and suburban localities in the southern part of Connecticut.

Strengths: The Colleges in this region are highly responsive to the local community resulting in strong, active partnerships with employers, local schools, non-profits, and the business community in general. The success of these partnerships is due to the colleges' flexibility, innovativeness, and ability to put programs together in a timely manner.

Shoreline-West colleges are resourceful and dedicated to raising outside finances with successful track records in grant writing and partnering with local donors through their respective foundations, public sector and business communities. The importance of bringing in more financial resources has been recognized and imbedded in the operations and goals of these colleges.

Through genuine interest and a holistic approach to meeting students' academic and non-academic needs, the colleges' share a dedication to the success and education of their students supported by the academic strength and quality of the faculty. Curriculum and program evaluation are data driven and each college in this region was certified as Achieving the Dream

institution. Each college has invested significant resources to put student support services in place.

Challenges: Identified areas faced by the region's colleges include developing effective marketing strategies to communicate the personal benefits and economic value of services in a competitive market of selective and for-profit educational institutions. An additional challenge identified was ensuring students declare specialized majors and providing the necessary resources and support needed to graduate.

[Gateway Community College, New Haven IPEDS Link](#)

[Housatonic Community College, Bridgeport IPEDS Link](#)

[Norwalk Community College, Norwalk IPEDS Link](#)

Job Summary:

Reporting to the CSCU President and serving on the CSCU President's leadership team, the Regional Presidents will ensure that institutional operations and consolidation efforts are coordinated across all campuses in a consistent manner. They will work in tandem with the current community college leaders in their regions to prepare for the establishment of a single accredited institution. In 2023, upon accreditation of the single institution, the Board of Regents will hire the Community College President. The Regional Presidents will report to the Community College President and assume supervisory responsibility of the campus leadership (currently Campus CEOs and Campus Presidents) within their respective region.

The primary role of the Regional Presidents will be to guide the overall strategic direction of campuses in the respective regions serving as a change agent for the new college structure and mission. The Regional Presidents will be active leaders in developing and deploying the budget for the region; supporting the work of the campus leaders including assisting with their management of the local budget; ensuring the regions align with overall institutional goals; helping to leverage resources; finding efficiencies; strengthening critical relationships with business and industry; scaling best practices; improving the student experience; and securing additional resources to support teaching and learning. The Regional Presidents will work with

businesses and community groups by serving on multiple initiatives and boards to establish and maintain regional partnerships. Additionally, the Regional Presidents will be called upon to advocate for the system with the legislature and other government bodies and agencies. The Regional Presidents will also support fundraising and networking in collaboration with campus leadership and their campus foundation leadership to build relationships and secure resources for the campus served by the foundation. The colleges have a 50-year history of functioning independently, so it is imperative that the Regional Presidents establish new ways of working effectively across campuses and help to deploy resources efficiently and strategically to meet regional and local needs in support of teaching and learning.

Essential Duties:

1. Provide executive leadership to the campuses in the regions in the achievement of the vision and goals of the system
2. Ensure sound fiscal practices and identify, leverage and expand the fiscal resources of campuses in the region
3. Interact effectively with the CSCU President and CSCU leadership team, campus leaders, the Board of Regents for Higher Education, and faculty and staff, and help to develop and implement system-wide initiatives
4. Communicate the needs and initiatives of the regional campuses to policy leaders at the local, regional, state and federal levels; represent the regional campuses to numerous community, business, labor, workforce, educational and governmental groups
5. Demonstrate highly effective fundraising skills and collaborate with the Campus CEOs and campus foundation leadership to raise revenue and develop resources that support strategies for improving student access and success
6. Proven ability to engage with internal and external stakeholders, particularly business and industry at the local, regional and state levels, to support initiatives and secure partnerships and resources that advance student access and success
7. Work with the CSCU President to develop and implement local, state, and national legislative and institutional advancement strategies

8. Lead the campuses to achieve significantly improved results in student outcomes by identifying gaps in student success particularly based on factors such as race, ethnicity and gender, supporting faculty and staff implementation of well-designed institutional changes at scale, and ensuring efforts are sustained over the long term
9. Actively work with entities to develop partnerships to reach underserved populations
10. Ensure that all BOR policies and all federal and state laws and regulations are observed
11. Related duties as required

Leadership Competencies:

1. Dynamic, entrepreneurial leader with the demonstrated ability to stimulate culture change, develop strategic goals and translate them into action
2. Experienced administrator in effective operational infrastructure essential to the smooth and effective operation of a college or system
3. Demonstrated deep commitment to student access and success
4. Strong leadership skills in strategic planning, fiscal planning and management, and oversight of capital projects
5. Skilled in outreach and cultivating relationships that support the advancement of the system; comfortable and effective as the spokesperson for a campus, region or system
6. Proven ability to engage the active participation of external stakeholders, particularly the private sector
7. Ability to work with elected and appointed public officials in a wide variety of public bodies at all levels of government
8. Strong working knowledge and depth of understanding of most areas in a college or university, specifically of the factors that affect net revenues
9. Proven leadership and interpersonal capabilities; ability to collaborate broadly across all levels of the organization, particularly with faculty and staff to achieve results
10. Demonstrated resilience and flexibility in the face of unexpected constraints
11. Proven management abilities to implement positive organizational change
12. Deep understanding of the needs of the community

13. Experienced in a highly involved union setting; ability to be a persuasive negotiator, facilitator, and collaborator
14. Knowledgeable of current educational trends, issues, and challenges for community colleges
15. Ability to identify opportunities and to convert challenges into innovative solutions and programs that will advance the future of the campuses
16. Experience with raising funds from private, state, and national sources and to articulate to external audiences the value of supporting a college system
17. Commitment to high ethical standards and values consistent with the mission of the CSUCU system

Minimum Qualifications:

- Terminal degree plus ten (10) years' experience in developing and implementing innovative, entrepreneurial, approaches to addressing the challenges and opportunities faced by community colleges or higher education organizations of similar complexity.
- Strong fiscal management skills and a demonstrated ability to grasp budget issues at the system, regional, and campus levels in the areas of instruction, student services, and infrastructure.
- Equivalent education and experience that meets the minimum qualifications for the position may be considered.

Preferred Qualifications:

- Preference for candidates with prior community college teaching and administrative experience.



**CONNECTICUT STATE COLLEGES AND UNIVERSITIES (CSCU) SYSTEM
JOB OPPORTUNITY
JULY 31, 2018**

CHIEF FINANCIAL OFFICER

Open to: The Public
Location: 61 Woodland Street, Hartford, CT
Shift/Hours: Full-Time, 40 hours/week
Salary: Commensurate with experience
Closing Date: Review of applications will begin July 31, 2018
and will continue until the position is filled.

General Definition:

The Chief Financial Officer (CFO) manages the overall financial risk of the Connecticut State Colleges & Universities (CSCU), comprising four state universities, twelve community colleges, and an on-line college. In executing this responsibility, he/she supervises the compilation of annual and biennial budgets, annual financial statements, and periodic analyses. The CFO supports the CSCU President operationally and strategically, and serves as management liaison to the Finance and Infrastructure Committee and the Audit Committee of the Board of Regents for Higher Education (BOR).

The CFO will have primary day-to-day responsibility for developing and maintaining finance and accounting policies, budgeting and financial planning, accounting systems and controllership function, contract management/negotiations and coordination with CSCU legal counsel and the State Attorney General's Office, management of the construction and maintenance of system-wide facilities, and securing and servicing bond funds. The CFO is responsible for coordination of audits conducted by external independent auditors and the state's auditors. The CFO is responsible for implementing and maintaining system-wide payroll and purchasing functions.

Essential Duties:

- Advise the President and the BOR on all fiscal matters and financial risks.
- Develop annual and biennial budgets and capital plans which promote financial stability of the system and support prudent, fiduciary utilization of state funds and student tuition and fees; prepare budgets and requests for approval by the President and BOR and submittal to

the state's Office of Policy Management for appropriation of general, operating and bond funds.

- Assess organizational performance against both the annual budget and the BOR's long-term strategies.
- Ensure financial information systems are adequate to provide accurate data and meaningful materials to support informed decision-making.
- Manage cash and cash requirements in order to meet financial obligations of the institutions and the system.
- Plan and implement strategies pertinent to the system's finance organization, including process redesign and recommendations for efficiency/effectiveness; develop plans for shared services wherever appropriate and feasible.
- Provide advice and guidance to Campus Presidents and finance staff of the constituent units.
- Provide system executive management with advice on the financial implications of all activities.
- Report as required to the BOR's Finance and Infrastructure Committee and Audit Committee, manage the agendas, ensure that reporting is timely and relevant to the BOR's duties, and prepare any ad hoc reports or information requested by the BOR in general.
- Manage system-wide compliance; develop corrective action plans and respond to findings of external and state auditors; ensure processes promote compliance with state and federal laws, internal controls, bond covenants, and ethical conduct.
- Implement and update enterprise risk management evaluations and report items of significant risk or concern to the Audit Committee.
- Ensure annual reports are prepared in compliance with generally accepted accounting principles, and coordinate and facilitate independent audits to ensure timely filing with the Office of the State Comptroller.
- With the President and in consultation with the institutions, set annual tuition and fee rates and prepare information for BOR approval.
- Develop and periodically evaluate the methodology for allocating state funds to the individual institutions as a portion of their revenues.
- Assist the President in advocating for state funding support.
- Convene periodic meetings of the institutions' fiscal officers to communicate information required for optimal performance, consistent procedures and general/educational interest.
- Represent the President and CSCU on boards of various agencies or quasi-agencies which are finance related.
- Coordinate and negotiate for insurance requirements such as student accident insurance.
- Maintain ongoing business relationships with the appropriate officials and employees of federal and state agencies, community organizations, school districts and other educational institutions, bond issuers and bond holders, and other business entities which have financial or legal relationships with CSCU.
- Remains competent and current by reading professional journals and literature, developing professional contacts with colleagues, attending professional development courses, and attending training and/or courses as appropriate.
- All other duties as may be assigned.

Requirements:

MBA or other advanced degree from an accredited institution required. CPA or comparable work experience required. A minimum of ten years of relevant executive-level work experience required.

Qualifications, Skills and Personal Attributes:

The successful candidate must possess abilities, skills and attributes appropriate to the position, including:

Demonstrated leadership and strategic planning skills essential to manage the financial and facility programs of a major, complex organization with sound financial and fiscal controls; direct the work of professional financial staff; develop and manage long-range budgets for complex organizations; provide effective guidance to policy-making boards of directors or regents; work within a team-based and cooperative structure; and work in a complex union environment.

Strong interpersonal skills and communication skills, (both, in oral and written form) to manage well at all levels of the organization and with staff at remote locations are essential. Strong problem solving and creative skills and the ability to exercise sound judgment and make accurate and timely decisions. High level of integrity and dependability with a strong sense of urgency and results-orientation. PC proficiency is essential (Windows environment) and strong working knowledge of Banner.

Application Instructions:

Please submit the following via email to jobs@ct.edu: (1) CSCU Employment Application (available at <http://www.ct.edu/files/pdfs/Employment-Application.pdf> **AND** (2) in a single Word or PDF file provide a cover letter, resume, and contact information for three professional references. Please reference “**Search #18-07**” on the subject line of the email.

Refer to www.ct.edu for more information about the CSCU and our 17 institutions.

Review of applications will begin on July 31, 2018 and will continue until the position is filled.

Notice of Nondiscrimination

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CONNECTICUT STATE COLLEGES AND UNIVERSITIES (CSCU) SYSTEM JOB OPPORTUNITY

VICE PRESIDENT OF ENROLLMENT MANAGEMENT FOR THE COMMUNITY COLLEGES OF CONNECTICUT

Open to: The Public
Location: 61 Woodland Street, Hartford, CT
Shift/Hours: Full-Time, 40 hours/week
Salary: Commensurate with experience
Closing Date: **October 26, 2018**

The Board of Regents for Higher Education (BOR) and the CT State Colleges and Universities (CSCU) are embarking on a major reform in its community college system. The BOR and CSCU have plans underway to consolidate its 12 community colleges and their independent administrations into a singly accredited institution by 2023. This consolidated institution with 12 campuses statewide will continue to provide dynamic credit and non-credit programs to more than 80,000 students in rural, suburban and urban communities. This bold plan promises to establish an academically integrated institution to provide Connecticut students with an affordable, accessible, high quality education that meets their personal goals and the workforce needs of our communities and state. A structural change of this magnitude will ensure a sustainable future for the college system.

Building a sustainable institutional model will be a monumental task, but a critical one for our system's future. In addition to creating a new regionalized leadership structure of which this is the key position, college curricula will be aligned statewide to support high quality educational programs and seamless transfer, including adoption of a statewide general education curriculum; implementing initiatives such as guided pathways to improve and increase student enrollment, retention, and completion; integrating administrative functions into centralized shared services; and sharing resources across campuses to stabilize critical college functions, reduce redundancies, and leverage expertise. The BOR and CSCU are seeking individuals for the college system who will lead this transformational change and position the campuses, their students and graduates, and Connecticut for a vibrant future.

Position Summary:

Reporting to the CSCU President or designee and serving as a member of the President's Leadership Team, the Vice President of Enrollment Management provides leadership for all

aspects of the integrated delivery of enrollment strategies and services, using marketing savvy, data analytics, financial acumen, and a student-centered strategic vision to strengthen recruitment, matriculation and retention. In 2023, with the establishment of a singly accredited institution and hiring of a College President, the VP of Enrollment Management will report to that leader and work closely with the Chief Financial Officer and Provost and VP for Academic and Student Affairs to ensure the institutions meets their goals.

The incumbent will collaborate with the CSCU Student Success Center and the CSCU Office of Research and System Effectiveness to develop data-driven policy and practice standards that support all students in their educational goals.

The VP of Enrollment Management develops and oversees a comprehensive enrollment management plan to ensure the campuses achieve their enrollment and retention goals, develops and manages the implementation and execution of an integrated marketing and recruitment plan, and directs the management of the various component activities of the enrollment management function including compliance with Board of Regents policies, and state and federal law. The incumbent will have important collaborative relationships with Financial Aid, Admissions, Academic and Student Affairs Deans, Institutional Research, Student Success Center, Registrar's Office, Communications and Marketing, and Finance in advancing the CSCU's academic programs, enhancing marketing and communications, messages and outreach, identifying emerging markets, supporting student development efforts, and projecting short-term and long-range enrollment and net tuition revenue.

Essential Duties:

1. Achieve the BOR's endorsed metrics related to student enrollment, persistence and completion.
2. Demonstrate a deep commitment to student access and success, for students enrolled in the college system, for potential students, and for those who have graduated and/or transferred to one of the CT State Universities for bachelors and graduate degrees.
3. Articulate, develop, and implement a comprehensive enrollment strategy to establish and achieve the college system's student enrollment targets, including transfers, student focused course schedule building and forecasting.
4. Utilize knowledge of marketing, recruiting, enrollment forecasting, student-centered course scheduling, and forecasting, scholarships, and tuition discounting to create enrollment plans that align with the system's short- and long-term goals.
5. Collaborate with campus leaders to shape recruitment and marketing strategies that make the case for the value and impact of attending a state community college.
6. Apply data, statistical analysis and predictive analytics to drive enrollment and retention decisions.
7. Identify and determine how to deploy financial aid resources strategically and thoughtfully to enroll qualified students.
8. Demonstrate strong strategic ability to plan for change in ways that ensure broad buy-in and action that, in turn, significantly improve student access and success.

9. Effectively engage with the college system's internal and external stakeholders, at the local, state and national levels, strategically communicating in ways that advance student access and success.
10. Ensure that enrollment management structure for college system is positioned to support key initiatives such as Guided Pathways, Transfer Articulation Program (TAP) and developmental education. Embrace technology, social media and digital media and recognize its importance in communicating with the current generation of students.
11. Manage, lead, inspire and motivate enrollment staff across institutions.
12. Develop a clear understanding of campus cultures and community values; build relationships and bridges with people and offices on various campuses.
13. Oversee all enrollment management leaders across the campuses through the enrollment management offices and in collaboration with Campus CEOs.
14. Ensure compliance with all state and federal laws, FERPA regulations and Board policy and procedures, and Accreditation standards.
15. Related duties as required.

Leadership Qualities:

1. Dynamic, entrepreneurial, team leader with the demonstrated ability to develop strategic goals and translate them into action.
2. Proven track record in planning and implementing strategies that impact student enrollment, retention and completion.
3. Deep knowledge of recruiting strategies; track record of success of expanding the numbers of students, particularly from diverse backgrounds.
4. Awareness of market and societal trends affecting community college enrollment.
5. Sophisticated understanding of data, research and information/enrollment systems.
6. Extensive knowledge and experience in data analysis and reporting.
7. In-depth knowledge of admissions, financial aid, student records and information systems, and federal regulations.
8. Maintains knowledge of best practices, new developments and innovative enrollment strategies in community colleges and higher education; recommends changes to maintain relevance of programs and services to meet student and institutional needs.
9. Understanding of marketing and the development of marketing strategies.
10. Collaborative leadership style that supports a diverse, inclusive and student-centered environment, and ensures success and accountability.
11. Demonstrated track record in networking and cultivating relationships that support the advancement of the institutions.
12. Expressed values consistent with the mission of the system, high ethical standards and acceptance of differing points of view.
13. Excellent spokesperson for the institutions.
14. Demonstrated ability to communicate effectively within multiple levels of an institution.

Qualifications:

Minimum qualifications include a Master's degree (Doctorate preferred) and substantial experience in higher education enrollment management with a minimum of six (6) or more years of higher-level enrollment management leadership experience at the Director, Dean or Vice President level, with an outstanding record of enrollment management leadership, e.g. admissions, financial aid, student retention programs, transfer and marketing. Experience at public institutions preferred, community college experience preferred.

Preferred:

- Experience at public institutions;
- Experience at community colleges;
- Experience with Banner student information system.

Also required is experience in the development and implementation of strategic enrollment plans and projection reports based on market-driven data analysis, and experience in budgeting, supervision, student services planning, leading teams, and working with diverse populations.

Substitute education and experience that meets the minimum qualifications for the position may be considered.

Application Instructions:

Please submit the following via email to jobs@ct.edu **no later than October 26, 2018**: (1) CSCU Employment Application (available at <http://www.ct.edu/files/pdfs/Employment-Application.pdf> **AND** (2) in a single Word or PDF file provide a cover letter, resume, and contact information for three professional references. Please reference “**Search #18-14**” on the subject line of the email.

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CONNECTICUT STATE COLLEGES & UNIVERSITIES JOB OPPORTUNITY

Executive Director of the CSCU Student Success Center and Academic Initiatives

Open To:	The Public
Location:	61 Woodland Street, Hartford, CT
Hours:	Full-Time, 40 hours/week
Compensation:	Commensurate with experience
Closing Date:	August 20, 2018

The Connecticut State Colleges and Universities System (CSCU) Executive Director of the Student Success Center and Academic Initiatives provides leadership, strategic direction, and oversight to the CSCU Student Success Center including system-wide academic initiatives. The Executive Director reports to the CSCU Provost and Senior Vice President for Academic and Student Affairs.

Position Summary

Under the leadership of the Executive Director, the Center supports the goals of the CSCU System:

- A Successful First Year: Increase the number of students who successfully complete a first year of college
- Student Success: Graduate more students with the knowledge and skills to achieve their life and career goals
- Affordability and Sustainability: Maximize access to higher education by making attendance affordable and our institutions financially sustainable
- Innovation and Economic Growth: Create educational environments that cultivate innovation and prepare students for successful careers in a fast-changing world
- Equity: Eliminate achievement disparities among different ethnic/racial, economic, and gender groups

The work of the Center, under the leadership of the Executive Director, informs the direction of the System Office and the CSCU institutions and creates coherence across the many success and completion initiatives underway in Connecticut. The Guided Pathways movement, which helps more students efficiently complete credentials, transfer, and attain jobs with value in the labor market, is foundational to the student success efforts in the CSCU system. The leadership of the Executive Director builds the capacity of the CSCU system to engage in and advance student success efforts at scale, which includes the development of related public policy.

The Executive Director supervises a team that fosters a process in which faculty, staff, students, and administrators collaboratively develop a culture of academic and personal success for CSCU students. These efforts further include partners across the educational and workforce development spectrum.

The CSCU Student Success Center is one of fifteen such centers nationwide. The centers in this network collaborate across states and with national experts to consider ideas that can improve student persistence and completion. Through this network, the Executive Director connects the system with further resources and opportunities for the expansion of student success in the CSCU.

Major Accountabilities

- Maintain a strong advisory team with key CSCU stakeholders to help develop and implement student success goals
- Develop and utilize metrics for student success in conjunction with the CSCU Office of Research and System Effectiveness
- Engage in the public policy process in support of the Center's goals in coordination with the Board of Regents for Higher Education
- Support CSCU system efforts toward college and university sustainability
- Actively engage with national partners to collaborate on student success initiatives, participate in relevant national networks and convenings, and raise the profile of the CSCU system
- Manage the annual Center budget and other resources to achieve the Center's goals
- Supervise the CSCU Associate Director of the Student Success Center as well as all other Center staff, and maintain an environment in which staff may develop and thrive professionally
- Implement and cultivate a culture of shared leadership by engaging staff at all levels to ensure individual as well as team accountability and excellence
- Plan, organize, and implement statewide convenings, programs, and events aligned to the Center's goals
- Build continuity and long-term buy-in for the student success agenda through consistent internal communication and reports on student success efforts and achievements
- Create and implement a Center marketing and public relations strategy, ensuring the Center's mission and accomplishments are consistently presented in a strong, positive manner to relevant stakeholders
- Identify additional resource requirements, oversee grant management as needed, and collaborate internally and externally to explore additional funding opportunities
- Serve as CSCU Academic and Student Affairs liaison as needed, including to the CSCU Student Advisory Committee
- Travel, as required, both in and out of state to professional development events and related convenings, especially those relevant to the advancement of student success

Minimum Qualifications

Master's degree in a related area; Doctorate preferred and a minimum of five years' experience in higher education leadership, student success and completion issues including the areas of academic and student planning, student support services, and teaching and learning.

Experience in working with collaborative initiatives, community college presidents, administrators and faculty, and building consensus and strong partnerships with internal and external stakeholders.

Demonstrated ability to multi-task in a complex environment with large teams of technical professionals. Ability to provide strategic, collaborative direction and leadership to a major initiative and develop strong partnerships.

Polished oral and written communication skills and exceptional interpersonal skills are required.

Demonstrated ability to define problems, collect data, establish facts, and draw valid conclusions.

Application Instructions

Applications must be submitted electronically to jobs@ct.edu and must be received no later than **August 20, 2018**. Please reference “**Search #18-09**” on the subject line of all emails. Please submit the following two (2) attachments with your email:

- (1) CSCU Employment Application (available at: <http://www.ct.edu/hr/employment>) **AND**
- (2) Cover letter, resume, and contact information for three professional references in a single MS-Word or PDF file.

Incomplete or late application packages received after the deadline may be discarded.

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JOB OPPORTUNITY

CSCU Associate Vice President for Academic Affairs

Open To: CSCU employees

Location: CSCU System Office, 61 Woodland Street, Hartford, CT

Hours: Full-Time, 40 hours/week

Compensation: Commensurate with experience

Closing Date: August 1, 2019

Position Summary

The Connecticut State Colleges and University System (CSCU) invites applications and nominations for the position of Associate Vice President for Academic Affairs. The position assists with all manner of academic administration, policy, and planning, and leads system-wide initiatives at the direction of the Provost.

This position seeks an energetic and enthusiastic academic leader with a successful record of administrative leadership in higher education and preferably with a thorough understanding of community colleges and universities. The Associate Vice President should possess the ability to work collegially and respond effectively to the needs of the Connecticut State Colleges and University System and its 17 constituent institutions. The Associate Vice President will have a vital role in the Students First Initiative.

The Associate Vice President works closely with a wide range of state, system and campus constituencies and reporting agencies. A terminal degree is required. The successful candidate should be results-oriented, skilled at problem solving with the ability to work independently and efficiently, be a strong manager with good budgetary skills and the ability to work in a collaborative manner with the academic leadership at the 17 institutions across the system.

This position reports to the CSCU Provost and Senior Vice President for Academic and Student Affairs.

Major Accountabilities

1. Foster a culture of diversity and inclusion.
2. Participate in regional accreditation visits on behalf of the system for the 17 institutions.
3. Responsible for facilitating the academic program proposal process including new academic programs, program modifications, and program terminations, with a focus on community colleges.
4. In support of the Board of Regents, manage and maintain academic policies and procedures designed to promote academic excellence and support student success.
5. Collaborate with the system Academic Council in long-range academic planning and implementation including curricular and academic program planning and high impact practices.
6. Support and participate in assessment and system/institutional effectiveness efforts.
7. Help to facilitate academic initiatives such as dual enrollment, 2nd chance Pell, A to B, etc.
8. Work with the Government Relations Director to review legislation and analyze impact on CSCU.
9. Assist with reports, including minor and substantive change documentation to the Connecticut Office of Higher Education and the New England Commission of Higher Education (NECHE).
10. Manage implementation, maintenance, and assessment of the BOR Transfer and Articulation Policy.
11. Oversee implementation, maintenance, and assessment of remedial education reform resulting from Public Act No. 12-40.
12. Coordinate academic affairs projects including library consortium and academic and student affairs policy revisions.
13. Assist in supporting the BOR Faculty Advisory Council.
14. Assist in supporting the BOR Academic and Student Affairs Committee.
15. Research and provide advice on student support software for advising, registration, etc.
16. Collaborate with the Office of Research and System Effectiveness to provide reports to the System Office, the Board of Regents, legislators, and the leadership of the 17 institutions that assist academic planning and decision making.
17. Promote and support faculty training to ensure best practices in teaching and learning.
18. Review documentation for promotion and tenure and summarize recommendations to the Provost regarding personnel action.
19. Chair the Academic Calendar Committee.
20. Serve on relevant committees, workshops, and taskforces in support of CSCU system objectives.

21. Support management of federal and state grants at the system level in support of academic initiatives.
22. Support facilitation of curricular conversations within and across academic disciplines among 17 institutions.
23. Promote and support best practices for curriculum and program design.
24. Assist with consortia arrangements at the state, regional, national and international levels.

Minimum Qualifications

A terminal degree, a PH.D or equivalent.

A minimum of 15 years of progressive experience in higher education, including evidence of institutional leadership and transfer articulation.

Demonstrated commitment to shared governance and evidence of collaborative and consultative decision-making.

Excellent organizational, interpersonal, presentation, writing and editing skills.

Ability to communicate effectively with diverse constituencies.

Demonstrated skills in planning and project implementation.

Demonstrated evidence to meet timelines and be responsive to system and campus requests.

Knowledge of best practices, current issues, and future trends in higher education.

Proven experience in curriculum development and evidence of having served on various academic/governance committees.

Proven ability to provide leadership in a culture that values collegial decision-making.

Ability to create and maintain strong relationships within a multi-dimensional environment.

Utmost discretion in dealing with confidential information.

Knowledge of accreditation agencies, standards, and policies.

Knowledge of distance education and use of technology in instruction.

Budgeting and managerial experience.

Experience working with state and system governing boards.

Application Instructions

Applications must be submitted electronically to jobs@ct.edu and must be received **no later than August 1, 2019**. Please reference “**Search #19-08**” on the subject line of all emails. Please submit the following two (2) attachments with your email:

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CONNECTICUT STATE COLLEGES AND UNIVERSITIES SYSTEM

Title: **Vice President for Human Resources**
Class: CSCU Chief Human Resources Officer
Salary Group: Executive 4
Effective Date: April 2019

Academic Career & Executive Search is pleased to assist Connecticut State Colleges and Universities System in their search for a highly accomplished Vice President for Human Resources.

The Vice President position offers a rewarding opportunity for a collaborative, solutions driven human resources professional. This is a critical role in the Connecticut State Colleges and Universities System called upon to redesign existing systems and processes for over 10,000 employees of the State's system office and seventeen colleges and universities and provide transformational leadership in the design, development, and implementation of new system-wide human resource policies and practices to meet the needs of the newly developed community college system.

This is a critical role carrying full responsibility for the vision, leadership and administration of system-wide human resources, labor relations and employee relations programs. The Vice President also ensures HR operations are delivered in a uniformly high quality, efficient and law/regulation/policy compliant manner across the CSCU System.

The ideal candidate is an accomplished human resources executive with a comprehensive background in public sector/higher education human resources, experience in labor relations and change management. This position requires an excellent listener, willing to work across channels to promote strong, working relationships with constituents across the System as well as in labor relations. The ideal candidate is transparent, diplomatic and an excellent communicator, able to clearly convey and disseminate information across the System.

The Vice President of Human Resources position reports directly to the CSCU President and offers excellent benefits.

Located at the System's central office, the position supports the CSCU President, college and university leadership, and the Board of Regents in meeting organizational and employee needs for human resource solutions that support and further the CSCU mission for the System. The position influences system-wide classified and unclassified personnel services for over 10,000 employees and expenses of approximately \$955 million annually.

The position directly supervises the Director of HR Administration, Labor Relations Associate and Manager of Inclusion and Diversity in the System Office and provides technical assistance to Chief HR Directors at the twelve community colleges, Charter Oak State College and Chief HR Officers at the four state universities and Charter Oak State College.

ESSENTIAL DUTIES:

1. Develop strategic and effective initiatives for enhancing the capabilities of the CSCU System's workforce at all levels and in all occupational groups toward achievement of the System's academic mission and educational strategies.
2. Create and develop constructive relationships with key representatives of collective bargaining units on behalf of the CSCU System through which legitimate rights of all employees are respected and protected. These relationships contribute to a harmonious joint effort to simultaneously achieve positive accomplishments by the workforce in concert with achieving the CSCU System's mission.
3. Develop, recommend and implement programs, policies and procedures to assist in the effective management of each institution's human resources and labor relations practices. This includes such actions as taking (or identifying) positive and pro-active steps to enhance employer- employee relations as well as determining the impact and application of legislation and regulations and advising managers on proper action for compliance.
4. Provide effective labor relations services for the System and its institutions. Provide effective representation of the interests of the CSCU System and its workforce in matters such as grievances at all steps of the grievance process, including arbitration, unfair labor practice complaint hearings, and other administrative hearings, as well as to serve as a reliable witness in legal proceedings. This duty also includes assisting managers in related matters such as proper treatment of discipline cases and case preparations. This accountability includes researching and writing or directing the preparation of arbitration briefs and other administrative documents.
5. Conduct fair, effective and efficient labor contract and related negotiations, with collective bargaining units which represent members of the System's workforce toward achieving the System's academic mission and educational strategies.
6. Oversee System-wide office human resource, affirmative action and equal opportunity programs administration. Manage and develop a Human Resources and Labor Relations staff with the objective of providing sound and effective human resources management and labor relations programs and policies for optimizing the constructive utilization of the System's workforce.
7. Represent the agency before the Commission on Human Rights and Opportunities (CHRO) or the U.S. Equal Employment Opportunity Commission (EEOC), review empirical information, conduct necessary interviews, and draw appropriate conclusions in response to complaints filed, communicate with CHRO throughout the CHRO complaint process and assist in the development of the agency's legal position concerning the complaint.
8. Provide ongoing direction to the development of sound human resource management policies and practices through ongoing research, training, and assessment of current issues and emerging needs of practitioners for meeting future human resource requirements of the System.

Required Qualifications:

- Minimum of a Master's degree in human resource or labor relations management, public administration, organizational behavior or a related field.
 - No less than seven years of related human resource and labor relations management experience in a public or private institution of higher education at a managerial level.
- or
- A combination of education, training and experience, which would lead to the competencies required for successful performance of the position's essential duties.
 - Demonstrated ability to carry out the full range of professional human resource and labor relations management functions in a public institution of higher education.
 - Demonstrated ability to understand, interpret, apply and advise on complex laws and regulations affecting human resource management, labor relations, and related fields such as insurance and workers compensation.
 - Demonstrated ability to conduct strategic management and provide leadership and direction to diverse groups, as well as to advise managers and counsel employees in employment-related matters.
 - Demonstrated ability to conduct effective hearings, presentations and negotiations on sensitive and contested labor relations issues.

Preferred Qualifications:

- Experience in a diverse public higher education system, that includes collective bargaining agreements for faculty, non-teaching professional and classified personnel.

About Connecticut State Colleges and Universities (CSCU)

The Connecticut State Colleges and Universities (CSCU) are a system of 17 public colleges and universities across Connecticut, under the governing authority of the Board of Regents for Higher Education (BOR). There are three constituent units of CSCU: the four Connecticut state universities (CSU), the 12 Connecticut community colleges (CCC), and Charter Oak State College (COSC). As of the fall 2018 semester, the system serves more than 140,000 undergraduate and graduate students through noncredit, certificate, and degree programs.

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The CSCU System is an Affirmative Action/Equal Opportunity Employer and strongly encourages the applications of women, minorities, persons with disabilities, and veterans.

To Apply: Applications will be reviewed as they are received and should include a cover letter and CV. You may apply directly at <https://acesrch.applicantstack.com/x/detail/a21esjyq6gj>.



CONNECTICUT STATE COLLEGES & UNIVERSITIES

JOB OPPORTUNITY

CSCU Director of Finance & Accounting

Open To:	The Public
Location:	CSCU System Office, 61 Woodland Street, Hartford, CT
Hours:	Full-Time, 35 hours/week
Compensation:	\$89,003 to \$111,201 hiring range (<i>based on experience & training</i>)
Rank:	SUOAF Administrator VII
Closing Date:	March 1, 2018

The Connecticut State College & University (CSCU) System Office invites candidates who have an extensive background in public sector finance and accounting operations including experience in developing and managing accounting policies and procedures, financial reporting, audits, and compliance.

Position Summary:

Located in Hartford, CT, this Director of Finance & Accounting position is responsible for the overall direction and supervision of the CSCU community college finance and accounting operations, including oversight of accounting policies and procedures, journal entries within the general ledger, internal and external financial reporting, completion of audits and compliance related matters. The incumbent will be considered a lead agent on various finance initiatives and responsible for maintaining a structure which promotes sound fiscal management across the Community College system with extensions out to the Universities and Charter Oak State College. The roles and responsibilities of this position may evolve over time and adapt to structural changes which may be made in the next few years.

Supervisory and Other Relationships:

The Director of Finance & Accounting reports to the CSCU Controller who, in turn, reports to the CSCU Chief Financial Officer. This position is responsible for the management of financial reporting and accounting full-time and part-time personnel serving the CSCU community college and may also direct part-time student workers.

Essential Duties and Major Accountabilities:

Manage the CSCU Finance & Accounting Office and supervises department staff. Ensure that all essential monthly accounting control functions are accomplished including all necessary reconciliations. Furnish training to staff as required, and develop and provide reporting tools on a monthly basis. Incumbent may be required to present information on a formal basis to executives or outside professionals.

Accounting:

- Develop and manage the establishment, promulgation and adoption of consistent system-wide accounting policy and procedures. This includes such actions as developing and disseminating guidelines and instructions, providing additional guidance to financial officers of colleges, universities and System Office staff on proper accounting procedures, reviewing System-wide accounting entries for soundness, reasonableness, and accuracy, consulting with colleges and universities' financial staff on accounting policy and procedure, and presenting financial reports as needed to senior management, the Board of Regents and other state fiscal oversight bodies.
- Develop and manage the proper accounting treatment for transaction; maintaining the general ledger, and administering and supervising accurate monthly reporting.
- Assist in leading the development of system-wide finance processes and the implementation of system-wide finance systems. Manage finance system set-up and security access to system office-managed finance systems.
- Provide finance and system support to community college campuses including; documentation, directions and training. Identify system enhancements to programs, reports and queries. In coordination with IT, write functional specifications to program, test, implement changes and manage and monitor finance system interfaces with both internal and external systems.

Financial Reporting:

- Develop, prepare, and present complex analyses, reports and financial statements on areas of financial and fiscal control, such as cash projections, debt management, financial aid, and applicable changes in tax code. Lead system wide task forces and committees as appropriate. Research and respond to various requests for information from internal and external contacts.
- Develop and manage reporting to other outside agencies, such as the Department of Higher Education, Department of Administrative Services, the Office of the State Comptroller and other external entities as necessary. Ensure that accurate and consistent data and accounting treatments are applied for all reports. Oversee and develop staff in the in-depth analysis of System wide reports.

Audit & Compliance:

- Manage the CSCU community college annual financial audit. This includes providing education and guidance to the financial officers of the universities/colleges on required submissions to outside auditors, development of System wide entries and analysis, and the timely closing of entries and the application of consistent accounting throughout the System.

Initiatives:

- Assist in identifying, developing and leading system wide efficiency initiatives related to the finance and accounting functions and support the CSCU Controller in the management and coordination of large complex projects. Work with a diverse set of stakeholders to develop consensus and achieve identified goals.

Minimum Qualifications:

- Bachelor's level degree in accounting, finance, business or public administration required. Master's degree preferred.
- Seven years of progressive experience in accounting and financial management.
- Demonstrated ability to determine and apply professional accounting standards for the financial control of large, complex, multiple location organizations using computerized accounting systems.
- Demonstrated ability to direct professional and para-professional accounting staff.
- Demonstrated ability to apply sound professional judgment and initiative.
- Advanced knowledge of Microsoft Office Suite, specifically the ability to manage communications and schedules through Microsoft Outlook, shape and interpret financial data within Microsoft Excel, and effectively present utilizing Microsoft PowerPoint.
- Functional knowledge of Generally Accepted Accounting Principles (GAAP) and the application of Government Accounting Standards Board (GASB) standards. Advanced knowledge of GAAP/GASB and experience preparing annual financial statements preferred.
- Advanced knowledge of the Ellucian Banner Finance system preferred.
- Experience with external and internal audits conducted under State, Federal and national frameworks preferred.
- Working or advanced knowledge of the CSCU system preferred.

Application Procedure:

Applications must be submitted electronically to jobs@ct.edu and must be **received no later than Thursday, March 1, 2018**. Please reference "**Search # 18-01**" on the subject line of all emails. Please submit the following two (2) attachments with your email:

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Connecticut State Colleges & Universities
System Office
Position Description
SUOAF-AFSCME

Position Title: Assistant Director of Financial Aid Services
Rank: Administrator III
Department: Financial Aid
Supervisor: Director of Financial Aid Services

POSITION SUMMARY

The Assistant Director of Financial Aid Services assists in the operation of the financial aid programs and services for the Connecticut State Colleges & Universities. The Assistant Director serves as the primary contact for the twelve community colleges using Ellucian's Banner Financial Aid module. The Assistant Director is charged with the day-to-day responsibility of providing functional user support to community college financial aid staff. In addition, the incumbent consults regularly with the CSCU System Office Information Technology staff in ensuring the proper operation of the Banner Financial Aid module.

SUPERVISION EXERCISED

None.

POSITION RESPONSIBILITIES

Utilizing a working knowledge of the industry, the Assistant Director is accountable for supplementary development and maintenance of the financial aid automated information system and for the provision of support and assistance to the Director and to all institutions in matters related to financial aid. This accountability is achieved through effective performance in these essential areas:

Program Operation and Maintenance

Consistent with financial aid practices and systems, and federal and state requirements, the Assistant Director is accountable for the following:

1. Assisting in the development, adaptation, and maintenance of the financial aid information system to meet the needs of CSCU and its institutions;
2. Working with technical staff to identify and resolve system problems.

User Support Services

The Assistant Director is responsible for the following support functions:

1. Serving as the primary contact person and resource for financial aid staff at the community colleges, and providing functional assistance on a daily basis in the use of the Banner Financial Aid module;
2. Working with technical staff in providing consistent and reliable user support services to the CSCU financial aid community;
3. Develops extracts with the assistance of the user community;
4. Maintains an inventory of financial aid reports and training materials;
5. Maintains and supports the appropriate use of rule and validation forms;
6. Identifies the need and prepares specifications for functional improvements and enhancements;
7. Assists end users in report generation and use;
8. Maintains website content.

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Liaison to Users, Technical Staff and External Agencies

As assigned by the Director, the Assistant Director is accountable for the following:

1. Liaison between staff at college Financial Aid Offices and the System Office regarding operation of the system at the college level. Works closely with technical staff to identify system problems and help resolve/test during the maintenance or implementation process;
2. Assisting the Director in the development of communication material with external agencies regarding regulations and programs which will have an impact on the manner in which information systems are utilized;
3. Authorizing changes to Banner security access levels;
4. Identifying trends, issues, and problems, then developing potential solutions and recommendations to the attention of the Director.

Training and Development

The Assistant Director may be responsible for training and related services to staff members at institutions as follows:

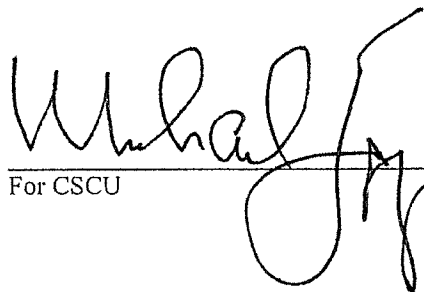
1. Working with institution staff in the implementation and maintenance of new or underutilized Banner functions and maximizing effective use of the database;
2. Preparing, maintaining and distributing end-user documentation and training materials;
3. Participating in the coordination and delivery of training sessions for end-users;
4. Assisting CSCU personnel who require familiarity or training in the use of various Banner Financial Aid functions.

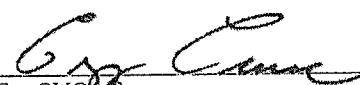
These duties may involve occasional evening or weekend work.

Perform other duties and responsibilities related to those enumerated above which do not alter the basic level and responsibilities of the position.

QUALIFICATIONS

1. Bachelor's degree in related field.
2. Three (3) years of related experience.
3. Substantial experience with financial aid information systems.
4. Comprehensive knowledge of financial aid rules and regulations.
5. Demonstrated advanced knowledge and abilities in training and assisting staff members in a higher education environment; interacting favorably with staff, federal, state and other agency personnel;
6. Familiarity with funding sources, their policies and regulations.
7. Effective oral and written communications skills.


 For CSCU _____ Date 8/20/18


 For SUOAF _____ Date 8/14/2018

Tracking# 18081401GC

08/01/18: Created



CONNECTICUT STATE COLLEGES & UNIVERSITIES JOB OPPORTUNITY

Associate Director of the CSCU Student Success Center

Open To:	The Public
Location:	61 Woodland Street, Hartford, CT
Hours:	Full-Time, 40 hours/week
Compensation:	\$62,500 - \$81,300 (Commensurate with experience)
Closing Date:	August 17, 2018

The Connecticut State Colleges and University (CSCU) Associate Director of the Student Success Center supports the strategic direction of the CSCU Student Success Center. The Associate Director reports to the CSCU Executive Director of the Student Success Center and Academic Initiatives.

The work of the Center, under the leadership of the Executive Director, and as a component of the CSCU system division of Academic and Student Affairs, informs the direction of the System Office and the CSCU institutions and creates coherence across the many success and completion initiatives underway in Connecticut. The Guided Pathways movement, which helps more students efficiently complete credentials, transfer, and attain jobs with value in the labor market, is foundational to the student success efforts in the CSCU system. The Associate Director supports the Center as it builds the capacity of the CSCU system to engage in and advance student success efforts at scale.

Position Summary

The Associate Director is an integral member of a team that fosters a process in which faculty, staff, students, and administrators collaboratively develop a culture of academic and personal success for CSCU students. These efforts further include partners across the educational and workforce development spectrum.

The CSCU Student Success Center is one of fifteen such centers nationwide. The centers in this network collaborate across states and with national experts to consider ideas that can improve student persistence and completion. As a representative of the CSCU in this network, the Associate Director connects the system with further resources and opportunities for the expansion of student success in the CSCU.

Major Accountabilities

- Support, and in the absence of the Executive Director lead an advisory team with key CSCU stakeholders to help develop and implement student success goals

- Lead an ongoing process for system-wide assessments of student success efforts, for example via the Community College Research Center’s Scale of Adoption Assessment process, and develop summary reports of the results
- Support and when appropriate lead specific student success efforts, including those included in the implementation of Guided Pathways in the CSCU system
- Support CSCU system efforts toward college and university sustainability
- Actively engage with national partners to collaborate on student success initiatives, participate in relevant national networks and convenings, and raise the profile of the CSCU system
- Support all Center staff and help maintain an environment in which staff may develop and thrive professionally
- Lead and assist the Executive Director in the planning, organizing, and implementation of statewide convenings, programs, and events aligned to the Center’s goals
- Provide support to Center activities including communications, registration, compilation of records, reports of proceedings, calendar maintenance, and related arrangements
- Support continuity and long-term buy-in for the student success agenda through consistent internal communication and reports on student success efforts and achievements
- Communicate with and respond to inquiries from internal and external stakeholders and interested parties on behalf of the Center
- Support the development and maintenance of a Center marketing and public relations strategy, ensuring the Center’s mission and accomplishments are consistently presented in a strong, positive manner to relevant stakeholders
- Travel, as required, both in and out of state to professional development events and related convenings, especially those relevant to the advancement of student success

Minimum Qualifications

Master’s degree in a related area and a minimum of two to five years’ experience in higher education leadership, student success and completion issues.

Experience in working with collaborative initiatives, college administrators and faculty, and building consensus and strong partnerships.

Demonstrated ability to support the Center’s strategic direction, define problems, collect data, and establish facts.

Ability to collaborate with a variety of state and national professionals, prioritize tasks, and communicate clearly and effectively through oral presentations and in writing.

Application Instructions

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CONNECTICUT STATE COLLEGES & UNIVERSITIES JOB OPPORTUNITY

CSCU Assistant Counsel

Open To: The Public

Location: 61 Woodland Street, Hartford, CT

Hours: Full-Time, 40 hours/week

Salary: Commensurate with experience

Closing Date: December 24, 2018

Reporting to the Counsel of the Connecticut State College and University System, the Assistant Counsel provides legal support and guidance on a full range of higher education issues impacting the seventeen campuses within the jurisdiction of the CSCU System. This position provides legal support to address campus needs which often means managing discrimination complaints from both students and employees, providing interpretations of statutes, regulations and policies, addressing legal questions as they arise and providing training to assure legal compliance and coordinating the Civil Rights Law Compliance, the assessment of the registered sex offenders for the 12 Community Colleges and may serve as System Representative to certain Councils.

Essential Duties:

- Conducts legal research on complex issues relating to CSCU and the institutions within it.
- Supplies legal guidance in the form of written memoranda and oral presentations.
- Provides legal advice to academic and administrative leaders of CSCU on a variety of substantive issues.
- Represents senior administrative, executives and managers in administrative hearings; serves as contact person for litigation matters and Attorney General designee for CHRO; responds to CHRO complaints.
- Develops training materials and other resources as needed, coordinates training for institutions on legal issues with a particular focus on Freedom of Information, copyright, intellectual property, and information technology.
- Drafts and participates in the administrative review of contracts, leases, licenses, royalty agreements and other documents through which ConnSCU transacts its legal business.
- Monitors and assists with matters in litigation as necessary.
- Supports and provides legal advice to Academic and Student Affairs Staff; manages and responds to complaints from parents and students.

- Keeps abreast of issues and developments in legal specialty areas by reading journals, attending professional conferences, and conferring with colleagues nationwide.
- Supports legislative liaison and reviews drafts of proposed legislation.
- Drafts and vets policy for review and adoption.
- Conducts investigations as required.
- Receives, reviews and responds to Freedom of Information requests.

Minimum Qualifications:

Considerable knowledge and ability to interpret relevant state and federal laws, statutes, and regulations; considerable knowledge of legal practices and procedures in federal courts and state venues; considerable knowledge of legislative processes at the state and federal level; considerable knowledge of management principles and techniques; considerable interpersonal skills and considerable oral and written communication skills.

Must be admitted to practice law in the State of Connecticut. Three (3) years of experience is required of which one (1) year of experience must be related to public service, education or employment.

Must be able to drive and be willing to travel throughout State.

Personal Attributes:

Ability to analyze the risk presented in a wide variety of situations, and to advise internal clients on acceptable levels of risk and risk mitigation strategies. The position requires consistent exercise of sound judgment, often under time pressure and without complete information. Possess strong organizational skills; demonstrated ability to work independently; ability to learn quickly, to assess a situation accurately and render timely, practical advice. Strong interpersonal skills, ability to communicate and manage well at all levels of the organization and with staff at remote locations is essential.

Preferred Qualifications:

Five (5) years of experience is required of which three (3) years of experience must be related to public service, education or employment.

Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience have prepared them for the responsibilities of this position by providing appropriate references.

Application Instructions:

Applications must be submitted electronically to **jobs@ct.edu** and must be received **no later than December 24, 2018**. Please reference “Search #18-19” on the subject line of all emails. Please submit the following two (2) attachments with your email:

- (1) CSCU Employment Application (available at <http://www.ct.edu/files/pdfs/Employment-Application.pdf>) AND;
- (2) Cover letter, resume, and contact information for three professional references in a single MS-Word or PDF file.

Incomplete or late application packages received after the deadline may be discarded.

Refer to www.ct.edu for more information about the CSCU System Office and our 17 institutions.

Notice of Nondiscrimination

The CSCU System does not discriminate on the basis of race, color, religious creed, age, gender, gender identity or expression, national origin, marital status, ancestry, present or past history of intellectual disability, learning disability or physical disability, veteran status, sexual orientation, genetic information or criminal record. The following person has been designated to handle inquiries regarding the non-discrimination policies: Leah Glende, Manager of Diversity & Inclusion, 61 Woodland Street, Hartford, CT 06105, 860-723-0727, or by email at LGlende@commnet.edu.

The CSCU System is an Affirmative Action/Equal Opportunity Employer and strongly encourages the applications of women, minorities, persons with disabilities, and veterans.



*Connecticut State
Colleges & Universities*

JOB OPPORTUNITY

CONTROLLER

Open to: The Public

Location: 61 Woodland Street, Hartford, CT

Shift/Hours: Full-Time, 40 hours/week

Salary: Commensurate with experience

Closing Date: June 28, 2019

Position Summary

The Controller is responsible for all aspects of accounting, annual reporting, internal control, policies and procedures, cash management, and treasury functions related to the Connecticut State Colleges & Universities' seventeen universities, colleges, and on-line state college. The Controller directs all aspects of finance, accounting, audits and risk management functions for the organization.

The position is located at the System's central office and serves as a resource to the seventeen institutions. The position is also the central officer for annual reports and all audits, both external and internal. The system-wide operating budget is in excess of \$1 billion.

Supervisory Responsibilities

The position reports to the Chief Financial Officer. The position directly supervises full- and part-time professionals, and may direct part-time student workers.

Position Duties and Responsibilities

1. Supervise employees engaged in system office accounting, grant accounting, community colleges' accounting services, university accounting services, and accounts payable/receivable.
2. Maintain the standard chart of accounts throughout the system.
3. Develop and publish annual reports required by regulations, currently three: (1) universities, (2) colleges, and (3) Charter Oak State College. Work with outside auditors

to ensure all aspects of GASB and/or GAAP are met. Align all three reports in terms of content and format.

4. Supervise grant reporting as required.
5. Support System Office Facilities organization with accounting and tracking assistance.
6. Coordinate with IT on system-wide infrastructure management and periodic upgrades related to bond-funded capital improvements.
7. Develop and maintain a system-wide set of policies for accounting and purchasing procedures.
8. Ensure all external and internal audit reports are responded to promptly, and review and approve all responses, ensuring internal controls are secure.
9. Administer the first Enterprise Risk Management assessment, and update as deemed necessary.
10. Coordinate with Director of Budgets and Planning to ensure quarterly cash reporting is aligned with budget and Finance Committee requirements.

Qualifications

Knowledge of finance, accounting, budgeting, and cost control principles including Generally Accepted Accounting Principles. Knowledge of automated financial and accounting reporting systems. Knowledge of federal and state financial regulations. Ability to analyze financial data and prepare financial reports, statements and projections.

Work requires professional written and verbal communication and interpersonal skills. Ability to motivate teams to produce quality materials within tight timeframes and simultaneously manage several projects. Ability to participate in and facilitate group meetings.

Experience with management of enterprise financial systems required. Banner and PeopleSoft experience preferred.

This is normally acquired through a combination of the completion of a Master's Degree in Finance or Accounting and a minimum of five (5) years of experience in a senior-level finance or accounting position. A CPA or CMA is preferred but not required.

Work requires willingness to work a flexible schedule.

Work Environment

Incumbents typically perform their work in offices. The work involves extensive use of personal computers, but does not, normally, involve any significant physical effort. Reasonable accommodation will be made for incumbents and candidates with physical limitations.

Incumbents are expected to travel between campuses and to the System Office to attend meetings, collaborate on projects, and provide general support to campuses.

Application Instructions:

Please submit the following via email to jobs@ct.edu: (1) CSCU Employment Application (available at <http://www.ct.edu/files/pdfs/Employment-Application.pdf> **AND** (2) in a single Word or PDF file provide a cover letter, resume, and contact information for three professional references **no later than June 28, 2019**. Please reference “**Search #19-06**” on the subject line of the email.

Incomplete or late application packages received after the deadline may be discarded.

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Connecticut State Colleges & Universities
Board of Regents for Higher Education
Position Description
SUOAF-AFSCME
Number: 14090201JD

Position Title: Associate for Budget and Finance
Rank: Administrator 4
Department: Finance
Supervisor: Director of Budgets and Planning or designee

POSITION SUMMARY

Provides budget analysis, development, implementation, monitoring and reporting functions to assure accurate and consistent recording and reporting of budget plans. Specifically this position is responsible for preparation of budgets, forecasts, and fiscal reports; analysis of financial data and accounts; and works with college and university finance personnel and other internal and external constituents on current and emerging issues related to budgets and planning. Performs data analysis and reconciliation for revenue and expenditures (general fund, operating fund and grant funds) as required.

SUPERVISION EXERCISED

None.

POSITION RESPONSIBILITIES

Assist in the development of the CSCU system-wide current services operating budget, including analysis and generation of historical and projected revenues and expenditures, drafting of institutional guidelines and instructions, and review of submissions for consistency, accuracy and financial soundness.

Supports the development of annual spending plan presentation materials that are necessary to analyze, review and support budgetary requirements. Provide information for internal and external reporting. Analyze spending and revenue estimates for reasonableness and collects information required for the preparation of annual budgets.

Assists with the annual Spending Plan process for the System Office including the creation of worksheets and instructions for distribution to appropriate System Office staff, review the organizational budget requests for completeness, reasonableness and accuracy, and following up with departments to resolve any issues. Provides internal monthly budget status reports from Banner in excel format to each department for review. Serve as budget reporting contact for internal and external users. Develops other financial reports and summaries of financial data as required.

Assists with preparation of Tuition and Fee Request worksheets and instructions for submission to colleges and universities. Assists in analysis and final presentation package of Tuition and Fee Request for BOR approval.

Assists with the Mid-Year Spending Plan process, worksheets for CSCU request package and for distribution to the System Office staff. Reviews organizational budget requests for completeness, reasonableness and accuracy. Follows up with departments to resolve any open issues. Prepares the Mid-Year Spending Plan presentation package that includes the current and prior fiscal years.

Supports the development of the Biennial Budget presentation material necessary to analyze, review, and support budgetary requirements. Collects and analyzes data for reasonableness, accuracy and reasonableness.

Assists with providing guidance, documentation and works with the community colleges on budgetary issues and processes, including monitoring revenue and expenditure activity, and reviewing budgetary requirements to encourage consistent recording and reporting.

Associate for Budget and Finance

Page 2

July 11, 2014

Administer all bond funds transfers as requested by Facilities on behalf of CSCU, including transfer of bond funds to outside agencies such as DAS, DEEP using form B-107. Maintains records and provides reconciliation of all activity for bond funds.

Manages collective bargaining transfers to colleges including analysis and reconciliation of all transfers to institutions.

Prepares request for allotment of appropriations (form B-107) for submission to OPM.

Develops financial and position data, regarding personal services costs, positions and cash and rollout funding needs as required. Monitors key system budgetary accounts to insure accuracy in the financial system.

Assist in the development and testing of budget reports requested by institutions including report modifications and system enhancements to address budgetary informational needs and ensure compliance with current policies.

Provide support to System Office staff in purchasing and vendor negotiations, CHRO and small business set aside compliance, accounts payable, and or administrative and logistical operations support as assigned.

Perform other related duties which do not alter the basic level of responsibility of the position.

QUALIFICATIONS

Bachelor's degree in accounting, finance, business administration or related area is required. Master's degree preferred. At least five years' of experience in progressively responsible budget management, including forecasting, resource allocation and planning for spending priorities. Experience in budgetary processes; and operational and accountability measures of higher education are required.

Ability to use computer and associated software; strong oral and written communication skills; and considerable interpersonal skills are required. These qualifications may be waived for individuals with appropriate alternate experience.

FLSA Status: Exempt



CONNECTICUT STATE COLLEGES & UNIVERSITIES

JOB OPPORTUNITY

CSCU Facilities Design Planner

- Open To:** The Public
- Location:** CSCU System Office, 61 Woodland Street, Hartford, CT
- Hours:** Full-Time, 40 hours/week
- Compensation:** \$62,500 to \$81,300 hiring range (*based on experience & training*)
- Rank:** Management / Confidential (Mgr 1)
- Closing Date:** Review of applications will begin on May 7, 2018 and will continue until the position is filled.

The Connecticut State College & University (CSCU) System Office invites candidates to apply who have an extensive background in the planning, design, construction and renovation of college facilities and equipment.

Position Summary:

Located in Hartford, CT, this Facility Design Planner position is responsible for project planning and oversight of a variety of construction and renovation projects involving the Connecticut State College & University (CSCU) system of twelve (12) community colleges. The incumbent will be considered a lead agent on these projects and will collaborate closely and provide expert direction and insight to campus administrators and facility staff, and contractors during all aspects of project planning and execution. The roles and responsibilities of this position may evolve over time and adapt to organizational structural changes which may be made during the next few years.

Supervisory and Other Relationships:

The position is required to have extensive cooperative and collaborative relationships with staff, professionals, administrators, the public and with professionals in peer organizations and professional associations. The incumbent is expected to collaborate with CSCU System Office Facility Division staff, campus personnel and users of the Facility Division's services and to represent the CSCU System in a positive manner. This position reports to the CSCU Vice President for Facilities, Real Estate, and Infrastructure Planning.

Essential Duties and Major Accountabilities:

The Design Planner is accountable for contributing to a physical environment that enhances the CSCU System's educational mission through effective performance in these essential functional areas of architectural design, construction management, and capital budgeting.

1. Responsible for planning, developing project budgets and administration of design & construction of capital construction projects for the Community Colleges. This accountability includes such essential tasks as:
 - a. Administer facility designs, construction drawings and specifications;
 - b. Oversee and review designs prepared by consulting architects, engineers and designers;
 - c. Conduct feasibility studies of proposed construction, renovation and repair projects and making appropriate recommendations;
 - d. Participate in the development and maintenance of computerized design, drafting and archiving systems.
2. Responsible for bidding and construction administration of the community colleges' minor capital projects (agency-administered projects). This accountability includes such essential tasks as:
 - a. Obtain and analyze construction bids and make contract awards according to established standards of cost and qualifications;
 - b. Conduct periodic site inspections to verify quality of construction and adherence to plans and specifications;
 - c. Approve and process payments to contractors;
 - d. Negotiate and process change orders on projects when necessary;
 - e. Conduct final tests and inspections, obtain warranties and authorize final payments to contractors.
3. Manage and administer the design process, and professional architectural and engineering design consultants.
4. Review project drawings and specifications and coordinate with consultants and other state agencies.
5. Interface with the State's Department of Construction Services, Office of the State Building Official and State Fire Marshal's Office representing the community colleges during planning, design, and construction of major and minor capital projects.
6. Capital Budget: The Facilities Associate is accountable for contributing to the effective planning for the Community College System's facilities and to its fiscal control. This accountability includes such essential tasks as:
 - a. Participate in long range planning for facilities and equipment including consideration of the Community College System's central mission of higher learning as well as functional, aesthetic, safety and environmental goals;
 - b. Participate in development of standards for engineering, architecture, safety and environmental considerations in future designs;
 - c. Develop specific project budgets and participate in development of long range budget plans.

Minimum Qualifications:

Bachelor's degree in a related field. Master's degree preferred. Five (5) years of progressive experience in construction related administration. Professional license as an architect or engineer. A bachelor's degree and significant experience in a related field may be considered in lieu of a professional license.

Incumbents must have demonstrated professional skills and abilities in architecture, engineering, structural design, building construction and administration, computerized drafting and design, and capital planning and budgeting.

Application Procedure:

Applications must be submitted electronically to jobs@ct.edu. Please reference “**Search # 18-03**” on the subject line of all emails. Please submit the following two (2) attachments with your email:

- (1) CSCU Employment Application (available at: <http://www.ct.edu/hr/employment>) **AND**
- (2) Cover letter, resume, and contact information for three professional references in a single Word or PDF file.

Review of applications will begin on May 7, 2018 and will continue until the position is filled. Incomplete application packages may be discarded.

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Notice of Nondiscrimination:

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Connecticut State
Colleges & Universities

JOB OPPORTUNITY

Project Director

National Advanced Manufacturing Apprenticeship Project (Grant Funded)

Open To:	Public
Location:	CSCU System Office, 61 Woodland Street, Hartford, CT
Hours:	Full-Time, 35 hours/week
Appointment:	Initial one-year term appointment with possible one-year renewals up to an additional three (3) years based upon grant funding availability.
Classification:	SUOAF-AFSCME Administrator IV
Compensation:	\$73,400-\$80,000 per year; commensurate with experience.
Closing Date:	October 4, 2019

Position Summary

Oversees \$8 million in grant funding in collaboration with community colleges, state agencies, national employers, industry professional organizations and state agencies, both in Connecticut and across the United States.

Reporting & Supervisory Relationships

- Position reports to the Chief of Staff to the CSCU President, Connecticut State Colleges and Universities.
- Maintain excellent communication with the Executive Director of Strategic Initiatives to ensure, as manager of all federal grants, that they are properly and proactively informed of grant progress and any potential obstacles and the plan to address same
- Establish process for regular written updates to the Chief of Staff and key stakeholders

Major Accountabilities

- Responsible for oversight and management of the Department of Labor-Scaling Apprenticeship Project (\$8 million) to ensure compliance with deliverables and time lines set forth in the grant
- Establish and oversee grant-related processes, procedures and implementation plans with all grant stakeholders to ensure coordination of effort and successful implementation

- Maintain and monitor the overall grant budget, including individual sub recipient and/or contractor budgets, to ensure timely and efficient expenditure of grant funds
- Responsible for creation and maintenance of fiscal and program data files for the project
- Hire and supervisor grant staff, as needed
- Coordinate and manage day-to-day tasks to meet contracted deliverables for the successful implementation and completion of the project
- Monitor expenditures, contracted project goals and reporting of partners and ensure compliance with scope of grant
- Ensure that the grant metrics are being met and, if necessary, work with grant partners to develop action plans to meet grant deliverables
- Develop and maintain sound collegial relationships with industry and partners to fulfill grant requirements
- Suggest changes to the project as necessary to improve project performance
- Establish a schedule for and conduct meetings of project partners sub recipients to facilitate coordination and to ensure satisfactory grant progress
- Establish systems, in collaboration with CSCU System Office, to ensure financial compliance and budget monitoring

US Department of Labor/Compliance

- Serve as point of contact/liaison with the US Department of Labor (USDOL)
- Prepare and file all necessary reports and updates required by USDOL, and if necessary, any budget or Statement of Work modifications
- Coordinate all activities and preparation for USDOL site visit, if needed
- Participate in audits, if needed
- Work with grant staff and partners to recruit, facilitate training and provide services to project participants
- Organize and implement consortium-wide activities for recruiting and job readiness skills as applicable

Program Promotion and Outreach

- Coordinate development and dissemination of grant related materials, project information, products, and services
- Work with CSCU staff and others to market the grant and grant-related programs and activities
- Produce a newsletter or other communication at least monthly
- Use social media, as appropriate, to effectively market the grant and its programs

Curriculum Development

- Work with internal and external stakeholders to ensure quality instructional experiences and address training issues
- Ensure that apprenticeship programs meet all standards for quality as required by USDOL

Third Party Evaluation

- Conduct any Request for Proposal or other procurement processes for third party evaluator, if needed, and any other grant-wide resources

- Work collaboratively with third party evaluator and develop action plans, as needed, to address any findings to improve program effectiveness
- Participate, if needed in any national evaluation effort of USDOL

Strategic Partnerships

- The Project Director will represent the grant and CSCU with state agencies, such as the CT Department of Labor, Department of Economic and Community Development, Chambers of Commerce, the Connecticut Business and Industry Association and other industry associations
- To ensure sustainability, the Project Director will work closely with CSCU leaders to ensure that grant activities are aligned with the state's strategic plan for advanced manufacturing and that grant programs are developed in a way that maximizes their ability to be replicated statewide and nationwide

Other

- Perform other grant-related duties as assigned.

Minimum Qualifications

The successful candidate is expected to have substantial documented experience in these areas:

- Demonstrated experience in management, preferably in higher education and/or significant experience in managing large-scale projects involving partnerships with higher education institutions
- Demonstrated administrative and/or management experience in workforce development
- Demonstrated experience in grants management, preferably with USDOL or other federal agencies and involving multiple, diverse partners
- Excellent written and oral communication skills
- Demonstrated experience in effective management of multiple, competing priorities
- Ability to meet deadlines
- Information technology literacy skills
- Strong customer service skills

- Bachelor's degree and/or related industry leadership experience which would provide the competencies required for successful performance of the position's responsibilities
- Minimum of three (3) years budgeting and fiscal experience and three (3) years of progressively increased responsible project management experience
- Preference will also be given to candidates who possess a Master's degree, knowledge of state, federal and local funding guidelines, and/or experience with educational and training programs similar to those in the grant.

NOTE: This position will require work outside of regular hours (e.g., after 5:00 p.m., occasional weekends based upon grant activities, such as site visits, meetings or forums, and travel to USDOL or other conferences). Travel is expected both within and outside of Connecticut. Use of a personal vehicle is expected for local/regional travel. This is a grant-funded, durational position. A 1-year appointment will be made subject to renewal, based upon performance and continued funding, for up to 4 years.

Application Instructions

Applications must be submitted electronically to jobs@ct.edu and **must be received no later than October 4, 2019**. Please reference "Search #19-11" on the subject line of all emails. Please submit the following two (2) attachments with your email:

- (1) CSCU Employment Application (available at: <http://www.ct.edu/files/pdfs/Employment-Application.pdf>) AND
- (2) Cover letter, resume, and contact information for three professional references in a single MS-Word or PDF file.

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CONNECTICUT STATE COLLEGES & UNIVERSITIES JOB OPPORTUNITY

CSCU Director of Government Relations

Open To: The Public
Location: 61 Woodland Street, Hartford, CT
Hours: Full-Time, 40 hours/week
Compensation: Manager 2 (\$73,400 – 95,400 hiring range, based on experience & training)
Closing Date: **November 30, 2018**

The Connecticut State College and University (CSCU) System invites candidates who have a successful background in serving as an advisor and advocate on legislative and regulatory matters related to higher education and who possess energy, insight, and engaging interpersonal abilities to apply for this challenging opportunity with the CSCU System Office.

Located in Hartford, CT at the CSCU System Office, the incumbent functions as an advisor to the CSCU President on legislative and regulatory matters and as the CSCU System's advocate and strategist before federal, state and local legislative bodies to enhance the formulation and application of laws and regulations affecting the CSCU System. He/she serves as a resource to the president and senior leaders of the system institutions on legislative matters, providing guidance and consultation to them to enhance the effectiveness of their respective programs.

Supervision

The position may supervise full- and part-time professionals and clerical staff, and may direct part-time student workers.

Essential Responsibilities

Conduct research, prepare written analyses, and develop strategies to affect and influence present and proposed public policy, legislation, and regulation impacting the CSCU System.

Monitors progress of System sponsored legislation as well as other legislation that will impact the System; analyzes the impact of legislative proposals being considered by the General Assembly on the CSCU System.

Informs the CSCU President and college and university leaders on current state and federal policy and legislative activities and emerging issues.

Manages the intersession policy development process, assesses current and upcoming legislative priorities and opportunities and provides guidance and support regarding implementation and legislative intent of proposals.

Facilitates extensive interactions with executives, administrators, legislative staff and others. In this role, the incumbent is expected to represent the system in a positive manner, maintaining a high degree of courtesy, cooperation, and respect and to collaborate with executives and other employees to ensure legislative proposals clearly articulate the intent and desired outcomes of proposals.

Conducts effective lobbying and governmental relations efforts with federal, state and local officials and their staffs, supporting the CSCU System's interests and long term goals. Works with the CT General Assembly to advocate for the inclusion of CSCU System priorities in various programs and budgets. Communicates with interior and exterior stakeholders to secure support for legislative initiatives.

Serves as the primary representative and manages all activities related to CSCU appearances before various official legislative hearings, meetings, and task forces.

Provides guidance and assistance to appropriate CSCU staff members with implementation of new or revised state law.

Qualifications

Demonstrated ability to analyze and interpret laws, regulations and legislation and to apply them to and determine their effect on higher education; ability to advise policy makers on the effects of regulation and legislation and to guide their policymaking efforts; ability to affect legislators and government officials in a persuasive and convincing manner to take actions favorable to the CSCU System.

The incumbent functions as a skilled negotiator, communicator and problem-solver with considerable knowledge of State and Federal statutes and regulations and must demonstrate solid independent judgment and analytical skills. Exceptional interpersonal skills with a demonstrated ability to communicate effectively both verbally and in writing in a collegial environment are required.

Personal attributes include strong leadership capabilities, integrity, and ability to effect change and motivate others.

A Bachelor's degree in public administration, political science or a related field together with a minimum of five (5) years' of professional experience in developing, coordinating, and implementing effective government relations programs required. Experience working with the CT General Assembly as well as experience in higher education preferred.

These qualifications may be waived for individuals with appropriate alternative experience.

Application Procedure

Applications must be submitted electronically to jobs@ct.edu by **November 23, 2018**. Please reference "**Search #18-18**" on the subject line of all emails. Please submit the following two (2) attachments with your email:

- (1) [BOR Employment Application](#); and
- (2) Cover letter, resume, and contact information for three professional references in a single Word or PDF file.

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CONNECTICUT STATE COLLEGES & UNIVERSITIES

JOB OPPORTUNITY

CSCU Program Manager for Library Consortium Operations

Open To:	The Public
Location:	CSCU System Office, 61 Woodland Street, Hartford, CT
Hours:	Full-Time, 40 hours/week
Compensation:	\$86,200 to \$111,600 hiring range (<i>based on experience & training</i>)
Rank:	Management / Confidential (Mgr 3)
Closing Date:	Sept 7, 2018

The Connecticut State College & University (CSCU) System Office invites candidates who have an extensive background in higher education library operations and management to apply for this position.

Position Summary:

Located in Hartford, Connecticut, the Program Manager for Library Consortium Operations will lead the adoption and operation of shared CSCU system-wide library administrative systems and services in support of the academic libraries of the state universities, community colleges, Charter Oak State College, and to the Connecticut State Library. The incumbent will negotiate and manage vendor contracts for library resource licensing and procurement initiatives; coordinate system-wide collaborative efforts between the Council of Library Directors and external agencies (such as the Connecticut State Library, UConn and the Connecticut Commission on Educational Technology); and employ an in-depth understanding of library operations, priorities, management best-practices and service portfolio capabilities to coordinate with members of the Council of Library Directors.

The incumbent functions as a skilled negotiator, communicator and problem-solver with considerable knowledge of academic library operations and policy-making. In addition to exercising initiative and flexibility, the incumbent must bring a creative approach to project management and leadership, as well as

the capacity to work well with a large and diverse set of stakeholders, and have demonstrated excellent independent judgment.

Supervisory and Other Relationships:

This position reports to the CSCU Provost & Senior Vice President for Academic and Student Affairs. The position may supervise full- and part-time professionals and clerical staff, and may direct part-time student workers. The position will work in conjunction with the System Office's Contracts, Procurement, and Purchasing Department for all procurement, negotiations and contracts. This position is responsible for coordinating library consortium operations at the CSCU System Office and the system's seventeen institutions of higher education.

Essential Duties and Major Accountabilities:

1. Plan, direct, and manage, in conjunction with the Council of Library Directors and other appropriate CSCU senior administrators and staff as required, all activities for the CSCU System Office in support of the procurement and delivery of system-wide academic library services. This includes:
 - Planning, testing, implementing and operating system-wide shared administrative library services, in conjunction with the libraries, vendors and assigned staff.
 - Representing the CSCU System to providers of system-wide shared services for purposes of procurement and on-going support.
 - Specifying and approving vendor agreements for shared library resources and services as requested and approved by the Council of Library Directors
 - Seeking regular input from the Council of Library Directors to identify and understand each library's needs and priorities.
 - Informing stakeholders and leading in the achievement of collaborative, consensus-driven decisions.
2. Develop, in close coordination with the Council of Library Directors, policies and practices that maximize benefits across the CSCU system to faculty, staff, and students.
3. Work with the Council of Library Directors, CSCU administrators, and other employees to ensure that academic needs are met and that library operational requirements are clearly articulated.
4. Work with the Council of Library Directors, and other appropriate CSCU constituents to develop and support system-wide Open Education Resources (OER) initiatives.
5. Identify opportunities for system-wide savings through volume purchasing, strategic purchasing and contract negotiations.
6. Identify and recommend potential workflow improvements and efficiencies in acquisitions, cataloging, circulation, resource sharing, and discovery system functionality across participating libraries.
7. Procure training and coordinate training programs for academic library professionals, as requested.
8. Serve as a liaison between the CSCU and the Connecticut State Library to coordinate library services provided for that agency.

9. Serve as a liaison between CSCU and UConn Libraries to explore and offer enhancements of library services to faculty, staff and students of both systems.
10. Maintain beneficial working relationships with the institutions' directors of library services and academic officers as required to promote progress on system-wide efforts.
11. Directly supervise any assigned library staff for the CSCU System Office and oversee System Office library budgets.

Minimum Qualifications:

Excellent oral and written communication and interpersonal skills. Demonstrated ability to serve in a leadership capacity at a higher education academic library. Demonstrated experience in developing Requests for Proposals (RFPs) and other justification documents. Demonstrated knowledge of applicable State and Federal statutes, library database licensing, software licensing and other agreements, and best practices for procurement and management of library resources. Demonstrated knowledge of and direct experience with current library standards and practices in all aspects of integrated library systems, including electronic resources' management. Demonstrated ability to manage the work of professional and support staff in library operations and related disciplines. Demonstrated knowledge of Open Education Resources and experience with copyright and intellectual property licensing (e.g., Creative Commons) preferred.

Personal attributes include strong leadership capabilities, integrity, and ability to effect change and motivate others. Position requires sound judgment and analytical skills.

These skills and abilities typically would be acquired through a combination of experience and training which includes a Master's degree in Library and Information Science from a program accredited by the American Library Association, together with three (3) or more years of library system administration experience and five (5) or more years of related management or leadership experience with an academic library, a library consortium, or a private firm with an academic library focus.

Application Procedure:

Applications must be submitted electronically to jobs@ct.edu and must be **received no later than September 7, 2018**. Please reference "Search # 18-12" on the subject line of all emails. Please submit the following two (2) attachments with your email:

- (1) CSCU Employment Application (available at: <http://www.ct.edu/hr/employment>) **AND**
- (2) Cover letter, resume, and contact information for three professional references in a single Word or PDF file.

Incomplete application packages may be discarded.

Refer to www.ct.edu for more information about the CSCU and our 17 institutions.

Notice of Nondiscrimination:

The Connecticut State Colleges and University System does not discriminate on the basis of race, color, religious creed, age, gender, gender identity or expression, national origin, marital status, ancestry, present or past history of intellectual disability, learning disability or physical disability, veteran status, sexual orientation, transgender status, genetic information or criminal record. The following person has been designated to handle inquiries regarding the non-discrimination policies: Leah Glende, Manager of

Diversity and Inclusion, 61 Woodland Street, Hartford, CT 06105, (860)723-0727 or by email at glendel@ct.edu.

CSCU is an Affirmative Action/Equal Opportunity Employer and strongly encourages the applications of women, minorities, persons with disabilities, and veterans.



CONNECTICUT STATE COLLEGES & UNIVERSITIES JOB OPPORTUNITY

LABOR RELATIONS ASSOCIATE

Open To: The Public
Location: 61 Woodland Street, Hartford, CT
Hours: Full-Time, 40 hours/week
Salary Group/Class: Manager 2 (hiring range \$73,400 - \$95,400 commensurate with experience)
Closing Date: Review of applications will begin on April 27, 2018 and will continue until the position is filled.

General Definition:

Reporting to the Vice President for Human Resources, the Labor Relations Associate provides advice, guidance and representation to the Connecticut State Colleges & Universities (CSCU) system in connection with both unclassified (faculty and non-teaching professionals) and classified employee labor relations including contract administration and collective bargaining negotiations.

Essential Responsibilities:

Manage and perform the delivery and administration of labor relations programs and services to contribute to the effective utilization and management of the CSCU System including the following:

- Responsible for contract and grievance administration; advises colleges with respect to unclassified and classified employee issues; serves as CSCU President's designee for System Office Step II classified grievances; represents colleges at Step III classified grievance meetings; under supervision serves as CSCU President's designee for unclassified grievances at the System level and conducts grievance meetings, drafts responses and settlement agreements.
- Assists in providing advice and guidance to CSCU Human Resource managers with respect to employee grievances and problems. Prepares communications to CSCU institutions; gathers and compiles information in response to requests from unions, State's Office of Labor Relations, and Department of Administrative Services; provides assistance in development and delivery of system-wide training programs for labor relations designees, supervisors, etc.
- Investigates employee complaints and issues; interviews witnesses and prepares reports; secures statements; gathers records, documents and other relevant materials; and recommends disposition of complaints.
- Serves as Liaison with Office of Labor Relations, Department of Administrative Services and other state agencies, as appropriate, on questions related to labor relations compliance.
- Provides research and support for contract administration and negotiations; gathers and analyzes data needed for negotiations with unclassified employee unions and for other labor relations functions; may research contract language; may draft proposals; solicits changes and may make recommendations regarding classified contracts in

- connection with Statewide contract negotiations; maintains a grievance tracking database and runs grievance activity reports; and provides others in the HR department with information concerning current practices.
- This position may supervise staff.

Minimum Qualifications:

Bachelor's degree in management, labor relations, or a closely related field, and a minimum of four (4) years of related experience in human resources management or labor relations; or a comparable combination of experience and training.

Demonstrated ability to carry out the full range of labor relations and contract administration functions in a complex, unionized, public sector employment environment. Demonstrated ability to understand, interpret, apply and advise on complex laws, regulations and collective bargaining agreements affecting human resource management, labor relations and related fields. Considerable knowledge of state and federal laws, statutes, regulations and guidelines; knowledge of rules of evidence and hearings' procedures before administrative bodies; knowledge of employee classification and compensation; knowledge of human resource administration; knowledge of principles and practices of employee compensation and benefits; considerable interpersonal skills; oral and written communication skills; negotiating skills; skill in writing technical contract provisions; ability to interpret and apply statutes, contracts and regulations; ability to prepare for and present cases at grievances or other administrative hearings; and investigative ability.

PC proficiency (Windows environment) is required.

Personal Attributes:

Strong interpersonal skills and the ability to communicate and manage at all levels of the organization and with staff at remote locations are essential. Strong problem solving and creative skills and the ability to exercise sound judgment and make decisions based on accurate and timely analyses. High level of integrity and dependability with strong sense of urgency and results orientation.

Preferred Qualifications:

Labor Relations and contract administration experience in a higher education environment is highly desirable. CoreCT (PeopleSoft) and SCT Banner experience preferred.

Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience have prepared them for the responsibilities of this position.

Application Instructions:

Please submit the following as two separate attachments via email to jobs@ct.edu : **(1)** BOR Employment Application (available at: <http://www.ct.edu/hr/employment>) **AND (2)** in a single Word or PDF file provide a cover letter, resume, and contact information for three professional references. Please reference “**Search #18-02**” on the subject line of the email. **Refer to www.ct.edu for more information about the CSCU and our 17 institutions.**

Review of applications will begin on April 27, 2018 and will continue until the position is filled.

Notice of Nondiscrimination

The CSCU System does not discriminate on the basis of race, color, religious creed, age, gender, gender identity or expression, national origin, marital status, ancestry, present or past history of intellectual disability, learning disability or physical disability, veteran status, sexual orientation, genetic information or criminal record. The following person has been designated to handle inquiries regarding the non-discrimination policies: Leah Glende, Manager of Diversity and Inclusion, 61 Woodland Street, Hartford, CT 06105, 860-723-0727, or by email at glendel@ct.edu.

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Connecticut State Colleges & Universities
System Office
Position Description
SUOAF-AFSCME
Number: 17011101JB

Position Title: Assistant for Budget and Finance
Rank: Administrator 2
Department: Finance
Supervisor: Associate Director of Budgets and Planning

POSITION SUMMARY

Provides support for financial analysis, assisting with development, implementation, monitoring and reporting functions to assure accurate and consistent recording and reporting of budget plans. This position is responsible for assisting with preparation of budgets and fiscal reports; assisting with preparation for analysis of financial data and student data; and works with college and university finance personnel as well as other internal constituents to resolve issues related to budgets and planning. Assists with data gathering for analysis and reconciliation (general fund, operating fund, grant and bond funds) as required.

SUPERVISION EXERCISED

None.

POSITION RESPONSIBILITIES

Uses Banner data to create reports used for variance analysis. Supports management requests for ad hoc reports.

Assist in the development of the CSCU system-wide current services operating budget, including generation of historical and projected revenues and expenditures reports.

Assists with the annual Spending Plan and Biennial Budget process for the System Office including the preparation of worksheets, and the distribution of instructions for the analysis and review of budgetary information. Collects required information for the analysis and preparation of the annual budget.

Helps prepare internal monthly budget status reports from Banner in excel and pdf format. Serves as budget assistant contact for internal and external users. Assists with development of other financial reports and summaries of financial data as required.

Assists with preparation of Tuition and Fee Request worksheets for submission to colleges and universities. Assists in preparation of final presentation package of Tuition and Fee request for Board approval.

Assists with the Mid-Year Spending Plan process including the preparation of worksheets for the CSCU request packages. Reviews organizational budget requests for completeness and accuracy. Follows up with departments to resolve any open issues.

Assists in administering bond funds transfers as requested by Facilities on behalf of CSCU, including transfer of bond funds to outside agencies such as DAS, DEEP using form B-107. Maintains records of all activity for bond funds.

Performs budget upload processes at the beginning at each fiscal year and monitors key system budgetary accounts to ensure accuracy in the financial system.

Perform other related duties which do not alter the basic level of responsibility of the position.

QUALIFICATIONS

Bachelor's degree in accounting, finance, business administration or related area is required. At least one year of experience in budget management and planning for spending priorities. Experience in budgetary processes; and operational and accountability measures of higher education are required. Proficiency with use of Ellucian Banner and Core-CT software applications.

Ability to use computer and associated software; strong oral and written communication skills; and considerable interpersonal skills are required.

FLSA Status: Exempt



CONNECTICUT STATE COLLEGES & UNIVERSITIES JOB OPPORTUNITY

CSCU Finance Administrator Trainee

Open To:	The Public
Location:	CSCU System Office, 61 Woodland Street, Hartford, CT
Hours:	Full-Time; 35 hours per week
Compensation:	\$34,232 - \$48,772
Classification:	SUOAF – Administrator 1 Trainee
Closing Date:	November 9, 2018.

The Connecticut State College & University (CSCU) System Office invites candidates who have entry-level background in public sector finance and accounting operations including experience in implementing accounting policies and procedures, financial reporting, audits, and compliance.

Position Summary:

As a trainee, the incumbent will receive formal and/or on-the-job instruction and training designed to provide the necessary knowledge and skills to qualify for appointment to an administrative position of higher rank within the State University Organization of Administrative Faculty bargaining unit.

Supervisor:

The incumbent will work under the immediate supervision of the Director of Finance & Accounting of the CSCU Finance Division who will coordinate and implement the on-the-job training assignments.

Position Responsibilities:

The incumbent receives formal and/or on-the-job instruction and training in introductory accounting functions and financial reporting, finance support and oversight, system functions and processes; Performs a variety of increasingly difficult duties as skills are acquired during the course of the training program including:

- Performing general accounting functions and duties including analysis, reconciliations, and corrections of various financial accounts and reports
- Reconciliation and maintenance of payroll expenditure
- Assists in the preparation of financial reports such as IPEDS and STIF

- Assists in the compilation of data and the preparation of reconciliation, reports, statements, studies, and analysis for internal and external entities, such as external auditors, Auditors of Public Accounts (APA), and the Office of the State Comptroller (OSC).
- Participates in the year-end fixed asset reconciliation including review and update of records
- Provides assistance with financial systems maintenance and testing
- Provides support to various finance processes such as check writing, Purchase Card program, Escheatment, 1099 vendor tax reporting, 1098T process, accounts receivable billing functions, unclaimed Title IV

Education and Experience Requirements:

Knowledge, Skill and Ability: Evidence of basic aptitudes, motivation, interest and ability, sufficient to provide a reasonable foundation for acquiring the knowledge and skills required for a designated administrative classification; ability to read, interpret and understand written material; ability to use language effectively and properly; learning and reasoning ability.

Experience and Training: Associate Degree in Accounting, Business, or similar major. Bachelor’s Degree in Accounting or related field preferred. A combination of education and work-related experience may be acceptable; or four years’ employment in a community college or university finance department and a commitment to engage in a course of study as agreed with the appropriate manager prior to appointment to this class.

Application Procedure:

Applications must be submitted electronically to jobs@ct.edu. Please reference “**Search #18-16**” on the subject line of all emails. Please submit the following two (2) attachments with your email:

(1) CSCU Employment Application (available at <http://www.ct.edu/files/pdfs/Employment-Application.pdf>) AND

(2) Cover letter, resume, and contact information for three professional references in a single Word or PDF file.

Applications must be received by November 9, 2018. Incomplete application packages may be discarded.

Refer to www.ct.edu for more information about the CSCU and our 17 institutions.

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Connecticut State
Colleges & Universities

JOB OPPORTUNITY

Assistant in Financial Services

Open To: The Public
Location: CSCU System Office, Hartford, Connecticut
Hours: Full-Time, 35 hours/week
Rank: SUOAF Administrator 2
Compensation: Commensurate with experience
Closing Date: August 27, 2019

POSITION SUMMARY

Responsible for assisting in a wide variety of accounting and financial duties including but not limited to financial systems support, purchasing, accounts payable, accounts receivable, accounting, fixed asset/inventory, logistical and administrative activities.

SUPERVISORY AND OTHER RELATIONSHIPS

The Assistant in Financial Services reports to the Associate Director for Finance Systems & Support.

POSITION RESPONSIBILITIES

Assists with tuition and fee and term setup and accounts receivable and billing functions.

In collaboration with IT, runs and distributes annual 1099 tax forms.

Processes vendor invoices/vouchers for payment, and resolves and responds to inquiries on payment status.

Compiles data and processes journal entries, zero balance account wire transfers, and reports. Assists with travel authorizations, vouchers for travel reimbursements and cash advance reporting.

Performs general accounting and finance duties including analysis and reconciliations. Monitors and reviews key data and documents for consistency, accuracy and reasonableness.

May assist with check writing operations for CSCU System Office and institutions.

Generates daily system-wide Transfer Invoices (TI's) for distribution to the CSCU institutions.

May assist in the system-wide year-end fixed asset reconciliation, including review and update of records and coordination of System Office inventory.

Acts as a general resource person for general finance inquiries and finance support requests.

Creates and maintains various financial reports and files for the System Office and CSCU institutions.

Assists and supports the Finance Department in fiscal year-end financial closing and related preparation.

Assists in financial projects and provides support for accounting and finance support areas.
Performs other duties and responsibilities which do not alter the basic level of the position.

MINIMUM QUALIFICATIONS

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

APPLICATION INSTRUCTIONS

Applications must be submitted electronically to jobs@ct.edu and must be **received no later than August 27, 2019**. Please reference "**Search #19-10**" on the subject line of all emails. Please submit the following two (2) attachments with your email:

- (1) CSCU Employment Application (available at: <http://www.ct.edu/hr/employment>) **AND**
- (2) Cover letter, resume, and contact information for three professional references in a **single** MS-Word or PDF file.

Incomplete or late application packages received after the deadline may be discarded.

Refer to www.ct.edu for more information about the CSCU System Office and our 17 institutions.

Notice of Nondiscrimination

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DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR **2018**

Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1ST / 2ND / 3RD / 4TH** Fiscal Year Period

ENTER THIS QTR-

Agency Name:	CT State University System/CSCU/Board of Regents	Agency Number:	7801 (BORUS/CSUM1)
Prepared by:	Elizabeth Hays	E-mail Address:	EHays@commnet.edu
Tel. # -	860-723-0157	<i>Please submit a digital copy of this form to Donald.Braman@ct.gov</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 11,003,764.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 62,115.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 15,528.75
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 3,882.19

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contract	\$ 6,014,132.84	60	\$ 13,874,385.58	182

6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 35,332.23	10	\$ 184,104.32	28
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
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A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 5,995.79	3	\$ 17,296.10	10
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
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)	\$ 5,995.79		\$ 17,296.10	
MBE TOTAL (Lines A - W)	\$ 5,995.79		\$ 17,296.10	

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR **2018**

Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1ST / 2ND / 3RD / 4TH** Fiscal Year Period

ENTER THIS QTR-

Agency Name:	CT State University System/CSCU/Board of Regents	Agency Number:	7801 (BORUS/CSUM1)
Prepared by:	Elizabeth Hays	E-mail Address:	EHays@commnet.edu
Tel. # -	860-723-0157	<i>Please submit a digital copy of this form to Donald.Braman@ct.gov</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 11,003,764.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 62,115.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 15,528.75
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 3,882.19

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contract	\$ 4,386,260.31	54	\$ 18,260,655.89	236

6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 47,305.73	9	\$ 231,410.05	37
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
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A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 6,661.69	5	\$ 23,957.79	15
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
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)	\$ 6,661.69		\$ 23,957.79	
MBE TOTAL (Lines A - W)	\$ 6,661.69		\$ 23,957.79	

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR **2019**

Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1ST / 2ND / 3RD / 4TH** Fiscal Year Period

ENTER THIS QTR-

Agency Name:	CT State University System/CSCU/Board of Regents	Agency Number:	7801 (BORUS/CSUM1)
Prepared by:	Elizabeth Hays	E-mail Address:	ehays@commnet.edu
Tel. # -	860-723-0157	<i>Please submit a digital copy of this form to Donald.Braman@ct.gov</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 10,608,595.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 171,657.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 42,914.25
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 10,728.56

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 2,689,669.51	46	\$ 2,689,669.51	46
6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 26,293.97	9	\$ 26,293.97	9
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 3,767.56	4	\$ 3,767.56	4
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
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]	\$ 3,767.56		\$ 3,767.56	
MBE TOTAL {Lines A - W}	\$ 3,767.56		\$ 3,767.56	

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year
 2018 - 2019

BE SURE TO INCLUDE SUBTOTALS FOR EACH MINORITY CATEGORY!!!

FY QUARTER PERIOD	1st Quarter	In reporting data below, does your Agency utilize C.O.R.E.?	YES
If not utilizing C.O.R.E. , DID YOU VALIDATE COMPANY AS A CURRENT SBE AND/OR MBE Yes_X_ No_____			

Agency Name:	CT State University System/CSCU/Board of Regents		
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Report Prepared by:	Elizabeth Hays	Agency Number:	7801
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CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES		SPECIFY:
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category	
Celtec Energy, Inc.	P0368990	\$ 3,500.00	SBE	
Mercury Cabling Systems	N/A	\$ 12,334.06	SBE	
Sanditz Travel	N/A	\$ 640.20	SBE	
Suburban Stationers	P0368344	\$ 417.15	SBE	
Northwestern Communication	P0368341	\$ 1,167.68	SBE	
T & T Complete Landscaping, LLC	N/A	\$ 964.00	SBE	
Chase Glass Company, Inc.	CSUSZ228	\$ 1,130.00	SBE	
Creative Office Interiors	CSUSZ220	\$ 2,373.32	SBE	
		Total SBE	\$ 22,526.41	
Ryan Business Systems Inc.	P0368341,P0368415,et a	\$ 3,682.56	Women	
Budget Printers	N/A	\$ 85.00	Women	
		Total Women	\$ 3,767.56	
		SBE/MBE TOTAL	\$ 26,293.97	

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR **2019**

Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1ST / 2ND / 3RD / 4TH** Fiscal Year Period

ENTER THIS QTR-

Agency Name:	CT State University System/CSCU/Board of Regents	Agency Number:	7801 (BORUS/CSUM1)
Prepared by:	Elizabeth Hays	E-mail Address:	ehays@commnet.edu
Tel. # -	860-723-0157	<i>Please submit a digital copy of this form to Donald.Braman@ct.gov</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 10,608,595.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 171,657.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 42,914.25
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 10,728.56

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 3,236,826.34	59	\$ 5,926,495.85	105
6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 348,067.06	14	\$ 374,361.03	23
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 38,893.04	9	\$ 42,660.60	13
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
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]	\$ 38,893.04		\$ 42,660.60	
MBE TOTAL {Lines A - W}	\$ 38,893.04		\$ 42,660.60	

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR **2019**

Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1ST / 2ND / 3RD / 4TH** Fiscal Year Period

ENTER THIS QTR-

Agency Name:	CT State University System/CSCU/Board of Regents	Agency Number:	7801 (BORUS/CSUM1)
Prepared by:	Elizabeth Hays	E-mail Address:	ehays@commnet.edu
Tel. # -	860-723-0157	<i>Please submit a digital copy of this form to Donald.Braman@ct.gov</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 10,608,595.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 171,657.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 42,914.25
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 10,728.56

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 5,157,996.03	68	\$ 11,084,491.88	173
6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 606,520.92	13	\$ 980,881.95	36
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 8,434.77	4	\$ 51,095.37	17
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
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]	\$ 8,434.77		\$ 51,095.37	
MBE TOTAL {Lines A - W}	\$ 8,434.77		\$ 51,095.37	

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR **2019**

Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1ST / 2ND / 3RD / 4TH** Fiscal Year Period

ENTER THIS QTR-

Agency Name:	CT State University System/CSCU/Board of Regents	Agency Number:	7801 (BORUS/CSUM1)
Prepared by:	Elizabeth Hays	E-mail Address:	ehays@commnet.edu
Tel. # -	860-723-0157	<i>Please submit a digital copy of this form to Donald.Braman@ct.gov</i>	

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3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 42,914.25
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 10,728.56

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 4,834,266.33	65	\$ 15,918,758.21	238
6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 902,952.55	13	\$ 1,883,834.50	49
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 7,122.19	4	\$ 58,217.56	21
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
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]	\$ 7,122.19		\$ 58,217.56	
MBE TOTAL {Lines A - W}	\$ 7,122.19		\$ 58,217.56	

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR **2020**

Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1ST / 2ND / 3RD / 4TH** Fiscal Year Period

ENTER THIS QTR-

Agency Name:	CT State University System/CSCU/Board of Regents	Agency Number:	7801 (BORUS/CSUM1)
Prepared by:	Elizabeth Hays	E-mail Address:	ehays@commnet.edu
Tel. # -	860-723-0157	<i>Please submit a digital copy of this form to Donald.Braman@ct.gov</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 12,246,252.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 43,713.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 10,928.25
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 2,732.06

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contract	\$ 3,955,961.91	61	\$ 3,955,861.91	61
6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 35,071.98	10	\$ 35,071.98	10
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 10,904.52	7	\$ 10,904.52	7
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
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]	\$ 10,904.52		\$ 10,904.52	
MBE TOTAL {Lines A - W}	\$ 10,904.52		\$ 10,904.52	

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR 2020

Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 1ST / 2ND / 3RD / 4TH Fiscal Year Period

ENTER THIS QTR-

Agency Name:	CT State University System/CSCU/Board of Regents	Agency Number:	7801 (BORUS/CSUM1)
Prepared by:	Elizabeth Hays	E-mail Address:	ehays@commnet.edu
Tel. # -	860-723-0157	<i>Please submit a digital copy of this form to Donald.Braman@ct.gov</i>	

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4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 2,732.06

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contract	\$ 4,298,078.15	56	\$ 8,253,940.06	117
6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 621,592.78	17	\$ 656,664.76	27
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 10,434.36	6	\$ 21,338.88	13
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
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]	\$ 10,434.36		\$ 21,338.88	
MBE TOTAL {Lines A - W}	\$ 10,434.36		\$ 21,338.88	

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year
 2019 - 2020

BE SURE TO INCLUDE SUBTOTALS FOR EACH MINORITY CATEGORY!!!

FY QUARTER PERIOD	2nd Quarter	In reporting data below, does your Agency utilize C.O.R.E.?	YES
If not utilizing C.O.R.E. , DID YOU VALIDATE COMPANY AS A CURRENT SBE AND/OR MBE Yes <u>X</u> No _____			

Agency Name:	CT State University System/CSCU/Board of Regents		
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Report Prepared by:	Elizabeth Hays	Agency Number:	
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CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES		SPECIFY:
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category	
Creative Office Interiors, LLC	CSUS0255,CSUS0258	\$ 8,856.30	SBE	
Bartholomew Contract Interiors	CSUS0247,CSUS0254	\$ 5,547.50	SBE	
Suburban Stationers	P0381174	\$ 138.36	SBE	
T & T Complete Landscaping	P0379805	\$ 1,122.00	SBE	
Insalco Corp.	CSUS0249	\$ 419.50	SBE	
Mercury Cabling Systems, LLC	P0381176,P0379818, et al	\$ 26,037.13	SBE	
Mutualink Inc.	P0371752	\$ 567,867.26	SBE	
Sanditz Travel Management	N/A	\$ 1,170.37	SBE	
			Total SBE	\$609,988.05
Interscape Commercial Environmental	CSUS0257	\$ 3,851.10	Women	
Ryan Business Systems Inc.	P0379326,P0367565,et al	\$ 6,583.26	Women	
			Total Women	\$ 10,434.36
SBE/MBE TOTAL		\$ 621,592.78		

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR **2020**

Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1ST / 2ND / 3RD / 4TH** Fiscal Year Period

ENTER THIS QTR-

Agency Name:	CT State University System/CSCU/Board of Regents	Agency Number:	7801 (BORUS/CSUM1)
Prepared by:	Elizabeth Hays	E-mail Address:	ehays@commnet.edu
Tel. # -	860-723-0157	<i>Please submit a digital copy of this form to Donald.Braman@ct.gov</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 12,246,252.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 43,713.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 10,928.25
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 2,732.06

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contract	\$ 3,638,709.03	62	\$ 11,892,649.09	179
6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 298,413.88	15	\$ 955,078.64	42
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 10,799.95	8	\$ 32,138.83	21
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
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]	\$ 10,799.95		\$ 32,138.83	
MBE TOTAL {Lines A - W}	\$ 10,799.95		\$ 32,138.83	

Section 46a-68-81
Assignment of Responsibility
and Monitoring

CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-81
ASSIGNMENT OF RESPONSIBILITY

This section was in compliance in the previous Affirmative Action Plan.

Subsection (a)

In accordance with statutory requirements, the appointing authority is accountable for promoting and enforcing diversity and affirmative action policies and programs to ensure compliance throughout the organization. President Mark Ojakian, is the Chief Executive Officer of the Connecticut State Colleges and Universities (CSCU) and is ultimately responsible for carrying out and enforcing the CSCU's policies and regulations and for the development, implementation and monitoring of the Affirmative Action Plan. The President's executive team is also accountable for the effective progress of the goals and objectives of Connecticut State Colleges and Universities (CSCU) System Office's AA Plan.

Subsection (b)

President Mark Ojakian assigned responsibility of the Connecticut State Colleges and Universities affirmative action, equal employment opportunity, diversity and inclusion programs to Leah Glende, Director of Diversity and Inclusion. President Ojakian assigned the duties and responsibilities required for the development, implementation and monitoring of the Affirmative Action Plan to the Director of Diversity and Inclusion, Leah Glende and, as such, she is authorized to develop, maintain, coordinate, evaluate, monitor records to implement the Affirmative Action Plan and implement required programs that monitor and audit the human resources policies and procedures that effect the entire employment process or the civil rights of the employees. Other responsibilities include related program development and implementation, career counseling, workplace accommodations, complaint investigations, Title IX compliance mandates and related training to staff and hiring managers for search process compliance. She also provides technical assistance and guidance to the CSCU's seventeen (17) colleges and universities on matters regarding civil rights laws and Title IX compliance. Additionally, the Director of Diversity and Inclusion initiates and maintains contact with recruiting sources and organizations serving members of protected classes and informs the Board of Regents for Higher Education regarding developments in equal employment opportunity civil rights law and Title IX compliance mandates.

President Ojakian continued to hold meetings with the CSCU leadership team during the reporting period. These meetings discussed all types of issues related to human and intergroup relations, review of administrative practices that impact the Affirmative Action Plan and related programs; identification of obstacles in meeting the goals and objectives of the AA Plan; nondiscriminatory employment practices; the legal authority for affirmative action and equal employment opportunity and the President's commitment to affirmative action, equal employment opportunity, diversity and inclusion programs and the Affirmative Action Plan's goals and objectives.

The Vice President of Human Resources and the Director of Diversity and Inclusion provide program updates on compliance with affirmative action, equal employment opportunity, diversity and inclusion, Americans with Disabilities Act (ADA), Title IX laws, related statutes and regulations to the Chief of Staff and President. This information is also provided to members of the Board of Regents throughout the reporting period.

CSCU Presidents hold regular meetings with the BOR President that identify obstacles in meeting the goals and objectives of the Colleges and Universities Affirmative Action Plans, related programs and their commitment to compliance with all of the affirmative action and equal employment opportunity and Title IX laws, statutes and regulations.

The President engages Ms. Glende as the Equal Employment Opportunity Officer to handle the affirmative action, equal employment opportunity, diversity, inclusion, Title IX and civil rights related responsibilities for the Connecticut State Colleges and Universities System Office. This takes up seventy-five (75) percent (%) of the position responsibilities. The remaining twenty-five (25) percent (%) of the position responsibilities are related to Human Resources and administration of related duties assigned by the Vice President of Human Resources. This also includes providing comprehensive technical assistance to each of the seventeen (17) Colleges and Universities.

The Equal Employment Opportunity Officer reports directly to the President on all matters concerning affirmative action, equal employment opportunity, Title VII, Title IX and ADA laws, statutes, regulations, policies and procedures and has access to all files, records and personnel necessary for the effective performance of all assigned duties.

The Vice President of Human Resources oversees the other duties, projects and programs assigned to the Director of Diversity and Inclusion.

Subsection (c)

The Director of Diversity and Inclusion is designated as the Equal Employment Opportunity Officer for the Connecticut State Colleges and Universities (CSCU) System Office and reports directly to the appointing authority President Ojakian. During the reporting period, Leah Glende has assisted the Connecticut State Colleges and Universities (CSCU) System Office and the seventeen (17) Colleges and Universities directly and had access to all human resources records and to staff necessary to the effective performance of the duties related to compliance with AA/EEO, diversity, equity, inclusion, Title IX, Americans with Disability Act (ADA), civil rights laws, statutes and regulations. Ms. Glende is a full-time employee during the reporting period.

The Director of Diversity and Inclusion/Equal Employment Opportunity Officer is responsible for development, maintenance and monitoring of the Connecticut State Colleges and Universities (CSCU) System Office's Affirmative Action Plan. This position is also responsible for the development of recruitment strategies, initiating and maintaining contacts with various recruiting sources and organizations serving underrepresented diverse populations, veterans and persons with disabilities.

The Director of Human Resources Administration and the Director of Diversity and Inclusion work directly with every search committee to assure diversity is in all of the CSCU System Office's recruitment efforts, search committees and search process. Each search charge also includes information about the affirmative action goals and proper documentation of all applicants throughout the search process.

During the reporting period, the Director of Diversity and Inclusion informed the President, Chief of Staff and Vice President of Human Resources of developments in affirmative action, equal employment opportunity, diversity, equity and inclusion, Americans with Disabilities Act (ADA), Title IX mandates, and related civil rights laws, statutes and regulations. The President and leadership staff are also regularly updated in meetings regarding any discriminatory conduct and information related to discrimination complaint investigations.

Subsection (d) and (e)

The Connecticut State Colleges and Universities (CSCU) System Office under the direction of the governing board, the Board of Regents for Higher Education has considered the feasibility of having an Employee Advisory and Diversity Committee to discuss existing issues, concerns and programming regarding recruitment and diversity. Since the beginning of the Students First proposal to consolidate the community colleges there has been consideration to considering the feasibility of beginning a Diversity Committee for the System Office with staff participation from each campus. During the reporting period, the Executive Director of Student Relations and Compliance had a meeting to pursue the start of a Diversity Committee in March 2019 and this was the only meeting because the next meeting was going to occur while the System Office has been closed for COVID-19 reasons.

Employees provide comprehensive technical assistance and expertise to all of the Connecticut State Colleges and Universities and this is their primary responsibility as a System Office employee with expertise in finance, financial aid, payroll, human resources, affirmative action/equal employment opportunity, Title IX compliance, legal services, facilities services, information technology, academic affairs, student affairs and administration operations.

Since 2011, when the BOR was founded, it has been difficult for the System Office staff because they have had four (4) Presidents in only four (4) years including some interim appointments. This type of higher education/academia changes in just a few years has caused many or multiple changes in the direction of administration and leadership and the entire mission of the Connecticut State Colleges and Universities (CSCU).

During the reporting period, the President continued to work on balancing the CSCU budget and the consolidation of the community colleges. The focus has been to work on streamlining efficiencies because of the extreme budgetary cutbacks and to focus on increasing enrollments and having shared resources between the community colleges. President Ojakian traveled to all seventeen (17) campuses to discuss the consolidation and merger of the community colleges into one system called the Community College of Connecticut. The President hosted town hall style meetings at each campus and this allowed faculty, staff and the community to hear the presentation about the consolidation and to answer many questions and concerns. The presentation was called Students First and the President placed all of the information available for anyone who could not attend on the website www.ct.edu.

The Connecticut State Colleges and Universities (CSCU) System Office's administration will continue to consider the feasibility of creating an Affirmative Action/Equal Employment Opportunity Advisory Committee. There may be potential to have a committee formed when the consolidation begins and there are more staff that will join the System Office as technical experts in each academic or administrative area.

Under Article 3.2 of the SUOAF-AFSCME collective bargaining contract, states that the Connecticut State Colleges and Universities (CSCU) President shall have a Minority Recruitment and Mentoring Committee under the direction of the Affirmative Action/Equal Employment Opportunity Officer. The Committee has been charged with the responsibility for identifying and recommending qualified minority candidates to search committees after the promotional process has been followed. The Affirmative Action/Equal Employment Opportunity Officer will approve appropriate travel and professional development costs associated with this effort.

The Minority Recruitment and Mentoring Committee shall ensure that mentoring arrangements are available for the newly appointed minority employees. The CSCU System Office got permission from the SUOAF-AFSCME union to allow women to take advantage of these professional development funds.

The mentors will be charged with the responsibility for enhancing the professional development of minority employees during the first one (1) to three (3) years of their appointment(s).

The SUOAF-AFSCME union funded this initiative and the System Office SUOAF-AFSCME President and the Affirmative Action/Equal Employment Opportunity Officer (Director of Diversity and Inclusion) met during the reporting period several times to go through proper procedures and paperwork for reimbursement of these funds in order for the union staff to receive reimbursement for courses, certifications, examination study guides and other types of professional development. During the reporting period, several minority employees were paid directly from these funds.

Subsection (f)

Affirmative action, equal employment opportunity, diversity, equity and inclusion, Americans with Disabilities Act (ADA), Title IX mandates and other civil rights and compliance related duties are factors considered in the performance evaluations of employees that are assigned these responsibilities and considered when awards of promotion, merit increase decisions and other benefits of employment subject to Chapters 67 and 68 of the Connecticut General Statutes.

Responsibility for implementing affirmative action and equal employment opportunity is assigned to all management and supervisory personnel at the Connecticut State Colleges and Universities (CSCU) System Office. This includes executive, administrative and leadership staff members involved in recruiting, interviewing, hiring, evaluating, promoting and counseling employees.

The Vice President of Human Resources and the Director of Human Resources Administration are responsible for all human resources functions. The Human Resources Office is responsible for keeping the necessary personnel, medical and training records and for coordinating all human resources information requested by the Director of Diversity and Inclusion to develop the Connecticut State Colleges and Universities (CSCU) System Office's Affirmative Action Plan and implement programs to address any problem areas in the employment process.

Subsection (g)

No employee is coerced, intimidated, or retaliated against by CSCU's System Office or by any employee for the performance of affirmative action duties. Any person so aggrieved may file a complaint with the Commission on Human Rights and Opportunities (CHRO) provided that nothing herein shall preclude an agency from disciplining or discharging an employee for just cause.

Subsection (h)

The team at the CSCU's System Office that supports the commitment to affirmative action/equal employment opportunity, diversity, equity and inclusion and compliance with Title IX mandates, Americans with Disabilities Act (ADA) and all related civil rights policies, procedures, laws, statutes and regulations include the following individuals. Information about the Director of Diversity and Inclusion's job duties is included in this section.

Leah Glende, Director of Diversity and Inclusion serves as the Equal Employment Opportunity Officer, ADA Coordinator and Title IX Coordinator and reports directly to the President of the CSCU System on discrimination complaints, policy updates and issues related to AA/EEO, diversity, equity and inclusion, ADA, Section 504 and Title IX compliance mandates and all matters related to the administration of the CSCU System Office Affirmative Action Plan and Programs.

Responsibilities include the development and preparation of the Affirmative Action Plan; investigation of complaints of harassment and discrimination; updates to related policies and procedures; increases awareness and understanding of the CSCU’s commitment to diversity, equity, inclusion and intercultural initiatives and programs; develop related training programs and provide training to staff on affirmative action, equal employment opportunity and civil rights issues; monitors the employment search process to include outreach to recruitment resources which ensures diverse applicant pools; assists the search committees to ensure hiring policies and procedures are in compliance; monitors the development and coordination of all training programs for system staff. Also serves in the role of ADA Coordinator to provide reasonable accommodations for persons with disabilities and continue to recruit for persons with disabilities. As the Title IX Coordinator, the requirements include the coordination of reports and complaints of sex based discrimination including sexual harassment and sexual violence. Assists the community colleges and universities to prepare the annual Sexual Violence Report to the General Assembly and works collaboratively with on and off campus partners to coordinate sexual harassment, sexual assault, sexual misconduct, and sexual violence prevention and education efforts to ensure commitment to creating and maintaining campuses that are an environment free from all forms of sexual violence, sexual assault, sexual misconduct, harassment and intimidation. Coordinates training, prevention and educational initiatives for employees on Title IX mandates and compliance with the law and related duties.

Connecticut State Colleges and Universities (CSCU) System Office staff that are responsible for Affirmative Action/Equal Employment Opportunity, Diversity initiatives and related programs initiatives.

<u>Name</u>	<u>Title</u>	<u>Race</u>	<u>Gender</u>	<u>% of AA Duties</u>
Mark Ojakian	President	W	M	10
Leah Glende	Director of Diversity and Inclusion	W	F	75
Andy Kripp	Vice President of Human Resources	W	M	10
Steven Weinberger	Vice President of Human Resources	W	M	10
Elizabeth Hays	Assoc of Accounting and Purchasing	W	F	5
Peggy Leggett	HR Administrative Assistant	B	F	5
Pamela Coleman	Executive Assistant	B	F	5

Subsection (i)

CSCU System Office has established internal program evaluation mechanisms to continually audit, monitor and evaluate programs that are essential for the success of the Affirmative Action Plan and goals and objectives.

The President, Chief of Staff, Human Resources staff and the Director of Diversity and Inclusion (the Agency's Equal Employment Opportunity Officer) have established and implemented a system that provides for goals, timetables for goals and initiatives and periodic evaluations.

- 1.) Conducting an ongoing review and evaluation of CSCU System Office's progress towards the goals of the Affirmative Action Plan with the evaluation directed toward results accomplished, not only at efforts made.

The CSCU Chief of Staff or the President meets with the Director of Diversity and Inclusion regarding administration of the affirmative action function, progress and challenges in meeting affirmative action goals, initiatives and discrimination complaint matters. Information about supporting recruitment efforts and hiring initiatives, policies and practices to promote diversity among staff and planning for future affirmative action responsibilities and requirements are included in these meetings.

The Affirmative Action Plan goals, objectives and program information is also shared directly with the Vice President of Human Resources and the HR Director of Administration. These meetings provide continuous updates of all issues related to employee concerns and affirmative action, equal employment opportunity, civil rights, diversity, equity and inclusion, Americans with Disabilities Act (ADA), Section 504 and Title IX mandates and related goals, objectives and requirements.

The President and the Chief of Staff also communicates the goals and objectives related to the affirmative action, equal employment opportunity, diversity and compliance and a discussion about the Affirmative Action Plan at a variety of meetings they attend throughout the reporting period.

The Director of Diversity and Inclusion developed an Annual Report that provided highlights of the Affirmative Action Plan. This report was discussed directly with the Chief of Staff and shared with the President and the Vice President of Human Resources.

The Director of Diversity and Inclusion collaborates with the Human Resources staff to coordinate and monitor the process for review and approval of searches. The search procedures include a requirement that each hiring manager or search chairperson verifies that each search meets good faith, affirmative action, equal employment opportunity, diversity and inclusion standards.

All searches undergo an in-depth review prior to the development of job requirements and position announcements, recruitment is conducted or developed directly for the position, then the interview process is conducted and reviewed and then the final candidate is selected. The Human Resources staff and the Director of Diversity and Inclusion work closely with every hiring manager to identify diverse search committee members, tracking, documenting and organizing search related records and applicant data tracking for the Affirmative Action Plan. All search chairs and hiring managers work closely with the Director of Diversity and Inclusion throughout the search process.

- 2.) Establishing a system for evaluating supervisors' performance on affirmative action consistent with Chapters 67 and 68 of the Connecticut General Statutes;

Affirmative action, equal employment opportunity, diversity, equity and inclusion, Americans with Disabilities Act (ADA), Title IX compliance mandates and related duties are factors considered in the performance evaluations of employees that are assigned these responsibilities and considered when awards of promotion, merit increase decisions and other benefits of employment subject to Chapters 67 and 68 of the Connecticut General Statutes.

The Director of Diversity and Inclusion reports directly and is evaluated by the Vice President of Human Resources with input from the Chief of Staff and the CSCU President on the performance of the affirmative action, equal employment opportunity, diversity, equity and inclusion, Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act and Title IX compliance mandates and related civil rights responsibilities.

The CSCU Leadership establishes goals, monitors progress and sets the direction for their divisions. Affirmative action, equal employment opportunity, diversity, equity and inclusion is part of their performance evaluations, goals and objectives of their departments. They take proactive steps to increase the representation of underrepresented populations in their departments and they monitor the recruitment, search, interviewing and selection of new employees. The CSCU Leadership tries to ensure that the laws and regulations are followed and the spirit of affirmative action are included in the recruiting and selection process.

All of these mechanisms and activities demonstrate a strong commitment to affirmative action, equal employment opportunity, diversity, equity and inclusion and expectations that senior management and administration are evaluated and held responsible for these areas and functions of the System Office.

- 3.) Reviewing the affirmative action plan at least annually with the Equal Employment Opportunity Officer and providing annual reports to the President, Chief of Staff and the VP of HR will be done moving forward to contain the overall status of the program, results achieved toward established goals and objectives, identification of any particular problems encountered and recommendations for corrective actions as needed.

The Manager of Diversity and Inclusion has regular meetings with the Chief of Staff, the President and the VP of Human Resources to discuss progress toward the goals and objectives set forth in the Affirmative Action Plan and regarding the affirmative action, equal employment opportunity, diversity, equity and inclusion, American s with Disabilities Act (ADA), Section 504 of the Rehabilitation Act and Title IX compliance mandates and civil rights responsibilities and compliance with the laws, statutes and regulations. The Director of Diversity and Inclusion also identifies specific problems and provides recommendations for any corrective action needed when handling the duties and responsibilities of the affirmative action, equal employment opportunity and diversity and civil rights programs throughout the reporting period. Updates are regularly provided about discrimination complaints, fact finding recommendations and decisions.

The Director of Diversity and Inclusion developed an Annual Report for review and discussion to the Chief of Staff and for the President. This Annual Report provides detailed information about the hiring and promotional activity and goal achievement. This information also includes the Affirmative Action Policy Statement, grievance procedures, workforce data and the goals set for the upcoming reporting period. The Summary of Objectives report was distributed to all staff and hard copies were made available to any staff without computers. The Affirmative Action Plan is available throughout the reporting period in the Human Resources Office and the President's Office.

All employees have the right to comment on the CSCU System Office's Affirmative Action Plan and any aspect of the program.

The unions represented by staff at the System Office are also free to comment on all aspects of the affirmative action, equal employment opportunity, diversity, equity and inclusion aspects of the plan and related programs.

The Director of Diversity and Inclusion works closely with the Commission on Human Rights and Opportunities (CHRO) staff and continues to strive for new broader ways to expand the affirmative action, equal employment opportunity, diversity, equity and inclusion and civil rights compliance of the Affirmative Action Plan and programs.

Director of Diversity and Inclusion Duties

- Affirmative Action/EEO & Compliance
- Title IV and Title IX compliance and mandated requirements
- Contract Compliance Program Management
- Section 504 and Americans with Disabilities Act (ADA) requirements
- Related Mandatory Training
- Conduct complaint investigations
- Audit and Monitor Human Resources Recruitment, Selection and Employment
- AA/EEO Policy Development
- Program Development and Implementation
- Provide technical assistance and guidance to the seventeen (17) Colleges and Universities within the Connecticut State Colleges and Universities (CSCU)

Additional duties related to the Human Resources Office

- Participate in the searches as the Human Resources liaison to coordinate the complete search process
- Employee relations and human resources complaints
- Provide career counseling to System Office employees or from employees with the Connecticut State Colleges and Universities within the entire system
- Work with the Human Resources staff to develop new job specifications or create job announcements
- Provide training to Human Resources staff on the employment process
- Participate in Human Resources staff meetings

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
ANNUAL REPORT TO THE PRESIDENT**

Reporting Period:
March 1, 2018 – February 29, 2020

Overall Status of the Affirmative Action/Equal Employment Opportunity Program

The Connecticut State Colleges and Universities (CSCU) remains committed to a policy of affirmative action, equal employment opportunity, diversity, inclusion, and equity in the workplace. The Affirmative Action Plan covers the reporting period March 1, 2018 through February 29, 2020 and details our efforts, goals, responsibilities and establishes our new hiring, promotional and programmatic goals for 2020-2022.

Copies of the Affirmative Action Plan are available in the Human Resources Office and the President's Office. As a public document, the Plan is available for review by employees, and the general public throughout the entire reporting period that runs from March 1, 2018 through February 29, 2020. The respective unions were encouraged to review the last AA Plan and direct any comments in writing to the Manager of Diversity and Inclusion. During the past reporting period, no comments were received.

During the past reporting period, there were thirty-five (35) hires that met ten (10) goals, or 28.5% goal achievement. There were eighteen (18) goals set in the last AAP and ten (10) goals were met or 55.6% goal achievement. There were two (2) promotions: 1 WM and 1WF – From Technical Paraprofessional to occurred that resulted in no promotional goal achievement.

CSCU is committed to ensuring that the workforce is in parity with the relevant labor market area, demonstrating good faith efforts to achieving hiring, promotion and program goals, and addressing all deficiencies, omissions and errors as noted by the Commission on Human Rights and Opportunities (CHRO).

The chart attached shows the Previous Goals that were established in the last reporting period and the hiring activity. The last column indicates the hiring goals that were achieved.

**Connecticut State Colleges and Universities (CSCU)
Affirmative Action Plan
Hiring Activity and Goal Achievement
For March 1, 2018 through February 29, 2020**

<u>Occupational Category</u>	Goals	Hires/New Employees	%
Executive/Administrative/Managerial	1 WF 1 BM	7 WM 2 WF 1 BM	100% 1 WF 1 BM
Professional	6 WF 2 HM 1 HF 2 OM	7 WM 10 WF 2 BM 1 HF	63.6% 6 WF 1 HF
Secretarial Clerical	1 WM 1 HF 1 OF	0	0%
Technical Paraprofessional	1 WM 1 BF	2 WM 2 WF 1 OM	50% 1 WM
TOTAL	Goals Set = 18	Total Hires =35	Goals Met = 10 55.6%

SUMMARY OF OBJECTIVES

The following hiring and promotion goals have been set for the period March 1, 2020 – February 29, 2022 in accordance with Regulations of Connecticut State Agencies Section 46a-68-85.

**Connecticut State Colleges and Universities (CSCU)
Affirmative Action Plan**

**Hiring Goals
For March 1, 2020 through February 29, 2022**

Executive/Administrative/Managerial	3 WF, 1 HM, 1 HF
Professional	2 WF, 3 HM, 2 HF, 2 OM
Secretarial Clerical	1 WM, 1 BM, 1 HF
Technical Paraprofessional	1 BF

**Promotional Goals
For March 1, 2020 through February 29, 2022**

Executive/Administrative/Managerial	None
Professional	None
Secretarial Clerical	None
Technical Paraprofessional	None

**Connecticut State Colleges and Universities (CSCU)
Affirmative Action,
Equal Employment Opportunity, Diversity and Equity Responsibilities**

With numerous changes within the Executive/Leadership Team, this Annual Report presents the perfect opportunity to affirm the fact that diversity enhances the workplace and is valuable for staff at the System Office to reflect the diversity within the Connecticut State Colleges and Universities (CSCU).

The CSCU Hiring Procedures have been put in place to ensure diversity will be taken into account when filling future positions at the CSCU System Office. These procedures will also assure CSCU will be in compliance with the CT Commission on Human Rights and Opportunities (CHRO), Equal Employment Opportunity Commission (EEOC) and the Office of Civil Rights (OCR) mandatory requirements and related laws, statutes and regulations.

The Connecticut State Colleges and Universities (CSCU) has a responsibility for compliance with affirmative action, equal employment opportunity, diversity, inclusion and equity, Americans with Disabilities Act (ADA) and Title IX mandates and to set an example for the entire CSCU system to embrace these initiatives.

Affirmative Action Plan (AAP) Requirements

The CT Affirmative Action Regulations require that the ultimate responsibility for promoting and enforcing affirmative action rests with the Appointing Authority or Agency Head.

The Connecticut State Colleges and Universities (CSCU) is required to file an Affirmative Action Plan for the current reporting period that covers the timeframe covering March 1, 2018 through February 29, 2020. CHRO reviews the AAP by the Regulations “Standard of Review” and by enforcing affirmative action and equal employment opportunity compliance.

The AAP has sixteen (16) narrative and statistical required elements that analyze different parts of the employment process at each stage of the hiring & selection process. Some parts of the AAP required by CT Regulations include:

- Analyzing all personnel activity including all hiring, promotions, upward mobility opportunities and separations in the workforce;
- Reviewing the employment process to identify barriers to affirmative action, equal employment opportunity, diversity, inclusion and equity;
- Tracking all applicants through the entire employment process to identify the step at which they are no longer considered for the position;
- Setting hiring and promotional goals by comparing the BOR workforce with similar job categories in the available census, labor, educational and other sources of data;
- The most critical part of the AA Plan is the Goals Analysis narrative section. The CT CHRO Regulations require this section to be complete and detailed about every applicant that applies for every position during the reporting period. This section is difficult to develop and requires that each search committee is responsible for providing documentation and detailed reasons for selection or non-selection of every applicant.
- The standard that agencies must show “good-faith efforts” when hiring non-goal candidates. Good faith efforts definition means the degree, care and diligence which a reasonable person would exercise in the performance of legal duties and obligations at a minimum it includes all those efforts reasonably to achieve the full and fair compliance. It includes efforts toward full statutory and regulation requirements.

Personnel Activity during the Reporting Period -3/1/18 – 2/29/20:

HIRES:

<u>EEO Category</u>	<u>Race/Sex</u>	<u>Title</u>
Executive	WF	VP of Purchasing
Executive	WM	Chief Financial Officer
Executive	WF	VP of Enrollment Mgmt
Executive	BM	Regional President
Executive	WM	Regional President
Executive	WM	Regional President
Executive	WM	Assoc. VP for Academic Affairs
Executive	WM	Assoc. VP for Academic Affairs
Executive	WM	VP of Human Resources
Executive	WM	Assoc. VP Student Success and Academic Initiatives
Professional	WF	Director of Finance and Accounting
Professional	WM	ECM Senior Systems Admin
Professional	WM	Labor Relations Associate
Professional	WF	Associate for Business & Finance
Professional	WF	Executive Director of Strategic Initiatives, Sponsored Res & Stud Affairs
Professional	WM	Executive Director of Digital Learning
Professional	BM	Facilities Design Planner
Professional	WM	Programmer IV
Professional	WM	COSC Director
Professional	WF	Assistant Director of Financial Aid
Professional	WF	Assistant Director of Financial Aid
Professional	WF	Associate Director CSCU Student Success
Professional	WM	Director of Communications
Professional	HF	Director of Government Relations
Professional	BM	Project Director, National Advisor Manufacturing
Professional	WF	Associate for Finance & Accounting
Professional	WM	Program Manager for Library Consortium
Professional	WF	Assistant Counsel
Professional	WF	Assistant Counsel
Professional	WF	Controller
Technical/Para	OM	Finance Admin Trainee
Technical/Para	WM	IT Admin Trainee
Technical/Para	WM	Assistant for Budget & Finance
Technical/Para	WF	Finance Admin Trainee
Technical/Para	WF	IT Admin Trainee

PROMOTIONS

<u>EEO Category</u>	<u>Race/Sex</u>	<u>Title</u>
Professional	WM	Assistant for Budget & Fin to Finance Services Specialist
Professional	WF	Finance Admin Trainee to Assistant Dir of Fin & Accounting

GOALS ACHIEVEMENT SUMMARY:

Summary of Goals Achieved: 10 Goals were achieved (**1 WM, 7 WF, 1 BM, 1 HF**) out of **35** hires – **28.6%** goal achievement. Or 10 out of 18 goals established – **55.6%** goal achievement.

Section 46a-68-82
Organizational Analysis

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-82
ORGANIZATIONAL ANALYSIS**

This section was in compliance in the last Affirmative Action Plan submission.

Job Title Study

The Connecticut State Colleges and Universities (CSCU) System Office is organized into four (4) occupational categories: Executive/Administrative, Professional, Secretarial Clerical and Technical Paraprofessional.

The Connecticut State Colleges and Universities (CSCU) merged two (2) higher education systems together and it continues to combine Departments and staff with the same or similar job responsibilities. The CSCU System Office is also coordinating efforts to consolidate the twelve (12) Community Colleges into one Community College System.

Most CSCU positions are unclassified and do not have a true line of progression because of the specific job requirements and technical statewide expertise needed for the System Office to assist employees at the seventeen (17) Colleges and Universities.

The titles are listed by occupational category and do not show lines of progression since the opportunity for promotion is limited within the System Office. Opportunities that arise at the System Office are advertised within the seventeen (17) Colleges and Universities and usually filled by employees in the specific fields of expertise and those who have directly related knowledge that can be shared throughout the entire System.

Executive/Administrative (Unclassified)

President
Associate VP for Student Success and Academic Initiatives
Associate VP for Academic Affairs
Chief of Staff
Chief Enterprise Project Manager
Chief Financial Officer
Chief Information Systems Officer
Counsel
Provost/Senior Vice President Academic & Student Affairs
Vice President for Enrollment Management
Vice President for Facilities
Vice President for Human Resources
Vice President of Purchasing

Professional (Unclassified)

Assistant Counsel
Assistant Director of Financial Aid

Professional (Unclassified)

Assistant Director of Finance & Accounting
Assistant Director of Public Relations
Associate Director for Business Services
Associate Director Project Management & Engineering
Associate Director of Student Success
Associate for Accounting & Purchasing
Associate for Accounting & Reporting
Associate for Budget & Finance
Associate for Contract Compliance & Procurement
Associate for Finance & Accounting
Banner Support Specialist
Capital Budget Associate
Client Infrastructure Analyst
Controller
COSC Director 1
Database Administrator
Data Center Operations Administrator
Data Center Operations Analyst
Director of Accounting
Director of Board Affairs
Director of Budgets and Planning
Director of Communications
Director of Contract Compliance & Procurement
Director of Financial Aid Services
Director of Government Relations
Director of Human Resources Administration
Director of Planning & Research
Director of Student Academic Affairs
Director of System Nursing Cur Ops
ECM Senior Systems Administrator
Executive Director for Digital Learning
Executive Director of Strat Init. Sponsored Research and Outreach
Facilities Associate
Facilities Design Planner
Human Resources Specialist
Information Security Program Manager
Information Systems Trainer
Instructional Technologist
IT Business Operations Support Administrator
Labor Relations Associate
Manager of Diversity and Inclusion
Network Administrator
Nursing Admissions Specialist
Programmer Analyst II
Programmer Analyst III

Professional (Unclassified)

Programmer IV
Program Manager of Library Consortium
Project Director Advanced Manufacturing
Project Manager
Security Analyst
Security Administrator
Senior Associate for Decision Support
Senior Database Administrator
Senior Database Specialist
Senior Director of Enterprise Applications
Senior Director of Support Services
Senior Info Sys Dev Manager
Senior Manager Data Center & Infrastructure
Senior Network Manager
Senior Programmer Analyst
Senior Project Manager
Senior Security Administrator
Senior System Software & Integration
Senior Systems Manager
Senior Telecommunications Analyst
Student/Academic Info Support Specialist
Support Center Manager
Systems Administrator
Telecommunications Administrator
Voice & Video Network Manager
Web Communications & Design Coordinator

Secretarial Clerical (Unclassified)

Executive Assistant
Administrative Assistant

Technical Paraprofessional

Assistant in Finance and Accounting
Assistant in Finance & Business Services

Occupational Category Study

The following is a list of positions in the Connecticut State Colleges and Universities (CSCU) System Office, ranked from highest to lowest and the minimum salary for each position. Minimum salary levels were established by Collective Bargaining Agreements.

EXECUTIVE ADMIN/MANAGERIAL

	<u>SALARY</u>
President	\$335,000
Provost and Senior Vice President of Academic & Student Affairs	\$199,859 - \$319,815
Chief Financial Officer	\$170,051 - \$272,102
Vice President for Human Resources	\$170,051 - \$272,102
Chief Information System Officer	\$170,051 - \$272,102
CSCU Regional President	\$144,693 - \$231,530
Vice President of Enrollment Management	\$123,165 - \$196,655
Vice President of Facilities	\$123,165 - \$196,655
Vice President of Purchasing	\$123,165 - \$196,655
Chief Enterprise Project Manager	\$104,846 - \$167,672
Chief of Staff	\$104,846 - \$167,672
Associate VP for Academic Affairs	\$104,846 - \$167,672
Associate VP for Student Success & Acad Initiatives	\$104,846 - \$167,672
Counsel	\$104,846 - \$167,672

PROFESSIONAL

	<u>SALARY</u>
IT Project Manager	\$107,807 - \$139,679
Senior Database Specialist	\$107,807 - \$139,679
Director of Research & System Effectiveness	\$101,300 - \$162,001
Senior Director of Support Services	\$89,003 - \$133,399
Director, DHE	\$89,003 - \$133,399
Systems Administrator	\$89,003 - \$133,399
Director of Financial Aid Services	\$89,003 - \$133,399
Senior Programmer Analyst	\$89,003 - \$133,399
Senior Director of Enterprise Applications	\$89,003 - \$133,399
Senior Security Administrator	\$89,003 - \$133,399
Data Center Operations Administrator	\$89,003 - \$133,399
Senior Manager Data Center & Infrastructure	\$89,003 - \$133,399
Director of Strategic Initiatives	\$89,003 - \$133,399
Director of Communications	\$89,217 - \$141,805
Director of Contract Compliance & Procurement	\$89,217 - \$141,805
Information Security Program Manager	\$89,217 - \$141,805
Director of Human Resources Administration	\$89,217 - \$141,805
Controller	\$89,217 - \$141,805
Director of Budgets and Planning	\$89,217 - \$141,805
Senior Systems Manager	\$79,874 - \$121,718
Senior Project Manager	\$79,874 - \$121,718
Senior Network Manager	\$79,874 - \$121,718
Director of System Nursing Cur Ops	\$75,969 - \$121,509
Manager of Diversity & Inclusion	\$75,969 - \$121,509

Director of Government Relations	\$75,969 - \$121,509
Labor Relations Associate	\$75,969 - \$121,509
Assistant Counsel	\$75,969 - \$121,509
Project Director	\$73,400 - \$117,400
Associate Director of Budgets and Planning	\$73,400 - \$117,400
Director of Planning & Research	\$73,400 - \$117,400
Senior Finance Officer	\$73,400 - \$117,400
Human Resources Specialist	\$70,745 - \$117,400
Senior Database Administrator	\$70,745 - \$110,037
Associate Director for Business Services	\$70,745 - \$110,037
Associate for Accounting & Reporting	\$70,745 - \$110,037
Associate for Contract Compliance & Procurement	\$70,745 - \$110,037
Project Manager	\$70,745 - \$110,037
Telecommunications Manager	\$70,745 - \$110,037
Voice & Video Network Manager	\$62,500 - \$100,000
Facilities Associate	\$62,500 - \$100,000
Facilities Design Planner	\$62,500 - \$100,000
Associate for Board Affairs	\$62,500 - \$100,000
Associate Director Project Management & Engineering	\$62,500 - \$100,000
Database Administrator	\$61,617 - \$98,355
Network Administrator	\$61,617 - \$98,355
BOR Institutional Research Specialist	\$61,617 - \$98,355
Associate for Finance & Accounting	\$61,617 - \$98,355
Associate for Financial Services	\$61,617 - \$98,355
Programmer Analyst III	\$61,617 - \$98,355
Senior Telecommunications Analyst	\$61,617 - \$98,355
Support Center Manager	\$61,617 - \$98,355
Associate for Budget & Finance	\$61,617 - \$98,355
Telecommunications Analyst	\$61,617 - \$98,355
Associate for Accounting & Purchasing	\$61,617 - \$98,355
Security Administrator	\$61,617 - \$98,355
Web Communications & Design Coordinator	\$53,200 - \$85,100
Director of Student Academic Information	\$53,200 - \$85,100
Banner Support Specialist	\$53,200 - \$85,100
Capital Budget Associate	\$53,200 - \$85,100
Human Resources Associate	\$53,200 - \$85,100
Nursing Admissions Specialist	\$53,200 - \$85,100
Student/Academic Info Support Specialist	\$53,200 - \$85,100
Assistant Director of Financial Aid Services	\$52,489 - \$86,675
Instructional Technologist	\$52,489 - \$86,675
Data Center Operations Analyst	\$52,489 - \$86,675
Client Infrastructure Analyst	\$52,489 - \$86,675
IT Business Support Administrator	\$52,489 - \$86,675
Programmer Analyst II	\$52,489 - \$86,675

Assistant Director of Public Relations
Information Systems Trainer

\$52,489 - \$86,675
\$43,360 - \$74,993

SECRETARIAL CLERICAL

SALARY

Executive Assistant
Administrative Assistant

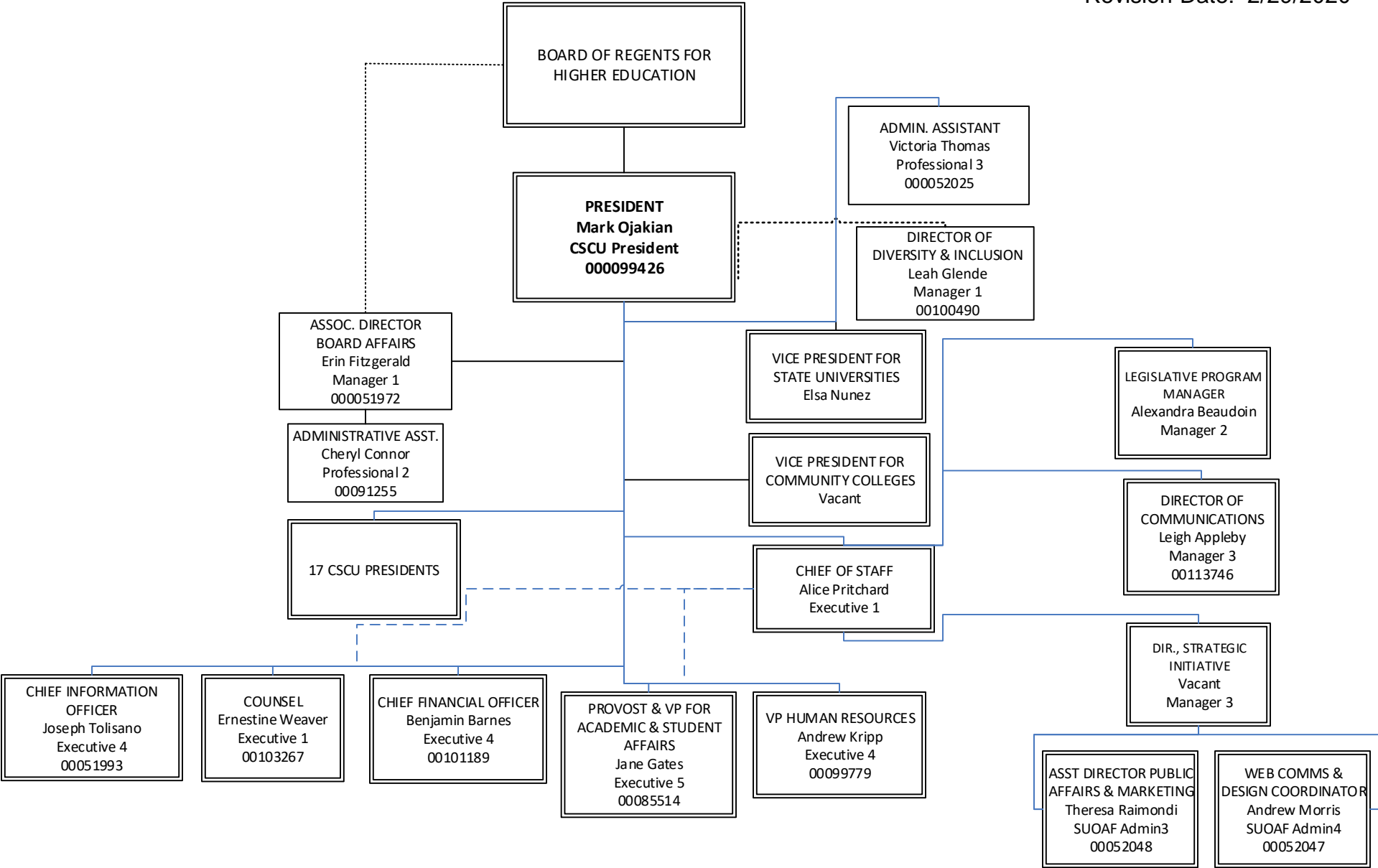
\$64,384- \$96,010
\$61,143 - \$87,083

TECHNICAL PARAPROFESSIONAL

SALARY

Assistant in Finance and Accounting
Assistant in Finance & Business Services

\$52,489 - \$86,675
\$43,360 - \$74,993



Section 46a-68-83
Workforce Analysis

**CONNECTICUT STATE COLLEGES & UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-83
WORKFORCE ANALYSIS**

This section was in Compliance in the last Affirmative Action Plan submission.

Subsection (a)

Connecticut State Colleges and Universities (CSCU) System Office reported the racial and sexual composition of the full-time employees for each office, position and position classification identified in the job title study on forms provided by the Commission on Human Rights and Opportunities (CHRO). A separate analysis was completed for the part-time, other miscellaneous temporary and durational employees. The workforce analysis shall inventory the following:

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

Subsection (b)

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

Subsection (c)

CSCU has also provided the number of employees with disabilities in the full time workforce by occupational category. One employee identified as disabled during the reporting period.

CT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE

Form #38A
 FULL-TIME WORKFORCE
 SUMMARY/OCCUPATIONAL CATEGORY

WORKFORCE ANALYSIS

02/29/20

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*	
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Executive/Management	17	11	6	10	4	1	2	0	0	0	0
		64.7%	35.3%	58.8%	23.5%	5.9%	11.8%	0.0%	0.0%	0.0%	0.0%
Professional/Non-Faculty	108	58	50	50	37	6	5	1	2	1	6
		53.7%	46.3%	46.3%	34.3%	5.6%	4.6%	0.9%	1.9%	0.9%	5.6%
Administrative Support (Clerical)	8	0	8	0	5	0	3	0	0	0	0
		0.0%	100.0%	0.0%	62.5%	0.0%	37.5%	0.0%	0.0%	0.0%	0.0%
Technical/ParaProfessional	4	1	3	1	2	0	0	0	1	0	0
		25.0%	75.0%	25.0%	50.0%	0.0%	0.0%	0.0%	25.0%	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%	0.0%	0.0%	0.0%
TOTALS	137	70	67	61	48	7	10	1	3	1	6

100.0% 51.1% 48.9% 44.5% 35.0% 5.1% 7.3% 0.7% 2.2% 0.7% 4.4%

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

Note: Includes FT and perm. appts., excludes PT, Special & Temp/Emerg. appts.

CT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE

Form #38A

FULL-TIME WORKFORCE

SUMMARY: National and Statewide LMA

WORKFORCE ANALYSIS

2/29/20

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*	
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Executive/Management	17	11	6	10	4	1	2	0	0	0	0
Professional/Non-Faculty	108	58	50	50	37	6	5	1	2	1	6
Administrative Support (Clerical)	0	0	0	0	0	0	0	0	0	0	0
Technical/ParaProfessional	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	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTALS	125	69	56	60	41	7	7	1	2	1	6
	100.0%	55.2%	44.8%	48.0%	32.8%	5.6%	5.6%	0.8%	1.6%	0.8%	4.8%

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE

EEO1 - EXECUTIVE/ADMINISTRATIVE
 Position/Occupational Category 1
 Labor Market Area: National and Statewide

WORKFORCE ANALYSIS

2/29/20

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*	
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
President	1	1	0	1	0	0	0	0	0	0	0
Assoc VP for Student Succ & Acad In	1	1	0	1	0	0	0	0	0	0	0
Assoc VP for Academic Affairs	2	2	0	2	0	0	0	0	0	0	0
Chief Enterprise Project Manager	1	0	1	0	1	0	0	0	0	0	0
Chief Financial Officer	1	1	0	1	0	0	0	0	0	0	0
Chief Information Sys Officer	1	1	0	1	0	0	0	0	0	0	0
Chief of Staff	1	0	1	0	1	0	0	0	0	0	0
Counsel	1	0	1	0	0	0	1	0	0	0	0
CSCU Regional Pres Capitol-East	1	1	0	1	0	0	0	0	0	0	0
CSCU Regional Pres North-West	1	1	0	1	0	0	0	0	0	0	0
CSCU Regional Pres Shorline-West	1	1	0	0	0	1	0	0	0	0	0
Provost & Sr VP Acad & Stu Aff	1	0	1	0	0	0	1	0	0	0	0
VP for Enrollment Management	1	0	1	0	1	0	0	0	0	0	0
VP for Facilities	1	1	0	1	0	0	0	0	0	0	0
VP for Human Resources	1	1	0	1	0	0	0	0	0	0	0
VP of Purchasing	1	0	1	0	1	0	0	0	0	0	0
SUB-TOTALS	17	11	6	10	4	1	2	0	0	0	0
	100.0%	64.7%	35.3%	58.8%	23.5%	5.9%	11.8%	0.0%	0.0%	0.0%	0.0%

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE

EEO3 - PROFESSIONAL/NON-FACULTY
Labor Market Area: National and Statewide

WORKFORCE ANALYSIS

2/29/20

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*	
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Assistant Counsel	2	0	2	0	2	0	0	0	0	0	0
Assistant Director Financial Aid	2	0	2	0	2	0	0	0	0	0	0
Assistant Director of Fin. & Acct	1	0	1	0	1	0	0	0	0	0	0
Assistant Director of Public Relations	1	0	1	0	1	0	0	0	0	0	0
Associate Dir. CSCU Student Success	1	0	1	0	1	0	0	0	0	0	0
Associate Director for Budget & Finance	1	0	1	0	0	0	0	0	0	0	1
Associate Director for Business Serv	1	0	1	0	0	0	1	0	0	0	0
Associate Director Proj Mgmt & Eng	2	2	0	2	0	0	0	0	0	0	0
Associate for Accting & Reporting	1	1	0	1	0	0	0	0	0	0	0
Associate for Acctng & Purchasing	1	0	1	0	1	0	0	0	0	0	0
Associate for Budget & Finance	1	0	1	0	1	0	0	0	0	0	0
Associate for Contr Comp & Procure	2	1	1	1	1	0	0	0	0	0	0
Associate for Finance & Accounting	2	0	2	0	2	0	0	0	0	0	0
Banner Support Specialist	1	0	1	0	0	0	1	0	0	0	0
Capital Budget Associate	1	0	1	0	0	0	1	0	0	0	0
Client Infrastructure Analyst	3	2	1	1	0	1	0	0	0	0	1
Controller	1	0	1	0	1	0	0	0	0	0	0
COSC Director 1	1	1	0	1	0	0	0	0	0	0	0
Data Center Operations Admin	1	1	0	1	0	0	0	0	0	0	0
Data Center Operations Analyst	2	2	0	2	0	0	0	0	0	0	0
Database Administrator	1	1	0	1	0	0	0	0	0	0	0
Dir of Research & Sys Effectiv	1	1	0	1	0	0	0	0	0	0	0
Director Contr, Proc. & Purchasing	1	0	1	0	0	0	1	0	0	0	0
Director of Accounting	1	0	1	0	1	0	0	0	0	0	0
Director of Board Affairs	1	0	1	0	1	0	0	0	0	0	0
Director of Budgets and Planning	1	0	1	0	1	0	0	0	0	0	0
Director of Communications	1	1	0	1	0	0	0	0	0	0	0
Director of Financial Aid Services	1	1	0	1	0	0	0	0	0	0	0
Director of Government Relations	1	0	1	0	0	0	0	0	1	0	0

CT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE

EEO3 - PROFESSIONAL/NON-FACULTY
Labor Market Area: National and Statewide

WORKFORCE ANALYSIS

2/29/20

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*	
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Director of HR Administration	1	1	0	1	0	0	0	0	0	0	0
Director of Planning, Research	1	1	0	1	0	0	0	0	0	0	0
Director of Student/Academic Inf	1	0	1	0	1	0	0	0	0	0	0
Director of System Nursing Cur Ops	1	0	1	0	1	0	0	0	0	0	0
ECM Senior System Admin	1	1	0	1	0	0	0	0	0	0	0
Exec Dir for Digital Learning	1	1	0	1	0	0	0	0	0	0	0
Exec Dir Strt Init Spn Rsrch &Orch	1	0	1	0	1	0	0	0	0	0	0
Facilities Associate	2	1	1	0	0	1	0	0	1	0	0
Facilities Design Planner	1	1	0	0	0	1	0	0	0	0	0
Financial Services Specialist	1	1	0	1	0	0	0	0	0	0	0
Human Resources Specialist	2	0	2	0	2	0	0	0	0	0	0
Inform Security Program Mgr	2	2	0	2		0	0	0	0	0	0
Information Systems Trainer	1	0	1	0	1	0	0	0	0	0	0
Instructional Technologist	4	0	4	0	4	0	0	0	0	0	0
IT Bus Oper Supp Administrator	1	0	1	0	1	0	0	0	0	0	0
Labor Relations Associate	1	1	0	1	0	0	0	0	0	0	0
Manager of Diversity & Inclusion	1	0	1	0	1	0	0	0	0	0	0
Network Administrator	1	1	0	1	0	0	0	0	0	0	0
Nursing Admissions Specialist	1	0	1	0	1	0	0	0	0	0	0
Program Mgr Library Consortium	1	1	0	1	0	0	0	0	0	0	0
Programmer Analyst II	1	0	1	0	1	0	0	0	0	0	0
Programmer Analyst III	2	1	1	1	0	0	0	0	0	0	1
Programmer Analyst IV	1	1	0	1	0	0	0	0	0	0	0
Project Director of NAMAP	1	1	0	0	0	1	0	0	0	0	0
Project Manager	1	1	0	1	0	0	0	0	0	0	0
Security Administrator	3	2	1	2	0	0	0	0	0	0	1
Senior Associate for Decision Supp	1	0	1	0	1	0	0	0	0	0	0
Senior Database Administrator	2	2	0	2	0	0	0	0	0	0	0
Senior Director of Enterprise Apps	2	2	0	2	0	0	0	0	0	0	0

CT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE

EEO3 - PROFESSIONAL/NON-FACULTY
Labor Market Area: National and Statewide

WORKFORCE ANALYSIS

2/29/20

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*	
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Senior Director of Infrastructure Svcs	1	1	0	1	0	0	0	0	0	0	0
Senior Info System Development Mgr	3	2	1	0	0	2	0	0	0	0	1
Senior Mgr Data Ctr & Infrstructure	1	1	0	1	0	0	0	0	0	0	0
Senior Network Manager	1	1	0	1	0	0	0	0	0	0	0
Senior Program Analyst	9	6	3	4	2	0	0	1	0	1	1
Senior Project Manager	1	0	1	0	1	0	0	0	0	0	0
Senior Security Administrator	1	0	1	0	1	0	0	0	0	0	0
Senior Sys Software & Integration	1	1	0	1	0	0	0	0	0	0	0
Senior Systems Manager	2	2	0	2	0	0	0	0	0	0	0
Senior Telecommunications Analyst	1	1	0	1	0	0	0	0	0	0	0
Student/Acad Info Suppt Spec	1	0	1	0	1	0	0	0	0	0	0
Support Center Manager	1	1	0	1	0	0	0	0	0	0	0
Systems Administrator	5	5	0	5	0	0	0	0	0	0	0
Telecomm Administrator	1	0	1	0	0	0	1	0	0	0	0
Voice & Video Network Manager	1	0	1	0	1	0	0	0	0	0	0
Web Commun & Design Coord	1	1	0	1	0	0	0	0	0	0	0
Total	108	58	50	50	37	6	5	1	2	1	6
	100.0%	53.7%	46.3%	46.3%	34.3%	5.6%	4.6%	0.9%	1.9%	0.9%	5.6%

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE

Form #38A

FULL-TIME WORKFORCE

SUMMARY: Hartford LMA

WORKFORCE ANALYSIS

2/29/20

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*	
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Executive/Management	0	0	0	0	0	0	0	0	0	0	0
Professional/Non-Faculty	0	0	0	0	0	0	0	0	0	0	0
Administrative Support (Clerical)	8	0	8	0	5	0	3	0	0	0	0
Technical/ParaProfessional	4	1	3	1	2	0	0	0	1	0	0
TOTALS	12	1	11	1	7	0	3	0	1	0	0
	100.0%	8.3%	91.7%	8.3%	58.3%	0.0%	25.0%	0.0%	8.3%	0.0%	0.0%

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE

EEO4 - Secretarial Clerical

Labor Market Area: Hartford County

WORKFORCE ANALYSIS

2/29/20

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*	
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Administrative Assistant	3	0	3	0	3	0	0	0	0	0	0
CSU Administrative Assistant	2	0	2	0	1	0	1	0	0	0	0
Executive Assistant	3	0	3	0	1	0	2	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
Sub-Total	8	0	8	0	5	0	3	0	0	0	0
	100.0%	0.0%	100.0%	0.0%	62.5%	0.0%	37.5%	0.0%	0.0%	0.0%	0.0%

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE

EEOS - TECHNICAL PARAPROFESSIONAL

Labor Market Area: Hartford County

WORKFORCE ANALYSIS

2/29/20

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*	
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Assistant in Finance Acctg	1	0	1	0	1	0	0	0	0	0	0
Assistant in Finance Services	1	0	1	0	1	0	0	0	0	0	0
Assistant in Finance & Business Svcs	1	0	1	0	0	0	0	0	1	0	0
Information Technology Admin Trainee	1	1	0	1	0	0	0	0	0	0	0
TOTALS	4	1	3	1	2	0	0	0	1	0	0

100.0% 25.0% 75.0% 25.0% 50.0% 0.0% 0.0% 0.0% 25.0% 0.0% 0.0%

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE

Labor Market Area: Local and Statewide

**PART-TIME/TEMPORARY/DURATIONAL
WORKFORCE ANALYSIS**

2/29/20

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		UNKNOWN	
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
EXEC ADMINISTRATIVE													
Title	0	0	0										
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONAL/NON-FACULTY													
Graduate Intern	1	1	0			1							
SNAP E & T Coordinator	1	1	0	1									
University Student Worker	4	4	0			2				1		1	
TOTAL	6	6	0	1	0	3	0	0	0	1	0	1	0
	100.0%	100.0%	0.0%	16.7%	0.0%	50.0%	0.0%	0.0%	0.0%	16.7%	0.0%	16.7%	0.0%
SECRETARIAL/CLERICAL													
Title	0	0	0										
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0
TECHNICAL/PARAPROFESSIONAL													
Title	0	0	0										
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	6	6	0	1	0	3	0	0	0	1	0	1	0
	100.0%	100.0%	0.0%	16.7%	0.0%	50.0%	0.0%	0.0%	0.0%	16.7%	0.0%	16.7%	0.0%

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE
Workforce Analysis
PERSONS WITH DISABILITIES
IN FULL-TIME WORKFORCE BY OCCUPATIONAL CATEGORY
2018-2020

Executive Administrative	0
Faculty	0
Professional Non-Faculty	1
Administrative Support (Clerical)	0
Technical Paraprofessional	0
Skilled Craft	0
Service Maintenance	0

FT Employee Age Report as of 2/29/2020 Age Grouping of Full-time Workforce by Occupational Category

JOB CATEGORY	16-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70+	TOTAL
EXECUTIVE/ADMINISTRATIVE	0	0	0	0	0	3	1	4	5	1	3		17
PROFESSIONAL/NON-FACULTY	0	0	4	3	9	9	15	20	28	15	4	1	108
ADMINISTRATIVE SUPPORT (CLERICAL)	0	0	0	0	0	0	1	2	1	2	1	1	8
TECHNICAL/PARAPROFESSIONAL	0	0	1	0	0	0	0	0	2	1	0	0	4
TOTALS	0	0	5	3	9	12	17	26	36	19	8	2	137
	0.0%	0.0%	3.6%	2.2%	6.6%	8.8%	12.4%	19.0%	26.3%	13.9%	5.8%	1.5%	100.0%

Section 46a-68-84
Availability Analysis

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-84
AVAILABILITY ANALYSIS**

This section was in compliance in the last Affirmative Action Plan submission.

Subsection (a)

As a preparatory step in determining whether protected classes are fully and fairly utilized in the workforce, the Connecticut State Colleges and Universities System Office conducted an analysis by occupational category to determine the availability base of protected group members for employment. A separate analysis will be conducted for position classifications in each occupational category that employs more than twenty-five (25) or more employees when necessary. A separate analysis can be performed for any job title requiring unique skills, abilities or educational qualifications.

The Availability Analysis shall:

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

Subsection (b)

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

- 1.) Employment figures: 2000 Census Data
- 2.) Unemployment Figures: Department of Labor Jobseekers Data – December 2019, 4th Quarter.
- 3.) The racial and sexual composition of persons in promotable and transferable offices, positions and position classifications: Promotable pools are used in some occupational categories where promotions occur.

Subsection (c)

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

- 1.) Population figures;
- 2.) Client Population figures;
- 3.) Figures for Educational, technical and training program graduates and participants; the Digest of Educational Statistics, Table 314.40, Fall 2017 (Table prepared in December 2018)
- 4.) Any other relevant source.

Subsection (d)

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

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

Subsection (e)

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

Subsection (f)

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

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

Subsection (g)

The Connecticut State Colleges and Universities (CSCU) Affirmative Action Plan substantiated the manner in which the availability base is calculated. The worksheets of the sources used are included.

Subsection (h)

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

**Connecticut State Colleges and Universities (CSCU)
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 1 - Executive/Administrative
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**02/29/20
Statewide/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data (Census)	70	25	17.5	30	25	7.5	65.5	25	16.4	27.2	25	6.8	1.5	25	0.4	1.5	25	0.4	1.3	25	0.3	0.8	25	0.2	1.7	25	0.4	0.6	25	0.2
2. Unemployment in Applicable LMA	52.5	10	5.3	47.5	10	4.8	39.1	10	3.9	31.7	10	3.2	5.6	10	0.6	7.5	10	0.8	6.1	10	0.6	7.1	10	0.7	1.6	10	0.2	1.2	10	0.1
3.Promotable/Transferable Percentage	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	0.0	0	0	0.0	0	0	0.0
7. Other Source (IPEDS)	43.7	65	28.4	56.3	65	36.6	35.2	65	22.9	43	65	28.0	3.9	65	2.5	6.8	65	4.4	2.5	65	1.6	3.9	65	2.5	2.1	65	1.4	2.7	65	1.8
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			51.2			48.9			43.2			38.0			3.5			5.6			2.5			3.4			2.0			2.1

Employment Data - Census 2000, EEO Data Tool, State-wide Total, Chief Executives (111011) and Education Administrators (119030)

Chief Executives (111011)	21347	17743	3604	16790	3435	205	60	285	50	463	59
Educ Admin (119030)	9937	4158	5779	3695	5060	265	395	120	195	78	129
	0	0	0	0	0	0	0	0	0	0	0
Total	31284	21901	9383	20485	8495	470	455	405	245	541	188
Percentage	100.0%	70.0%	30.0%	65.5%	27.2%	1.5%	1.5%	1.3%	0.8%	1.7%	0.6%

Unemployment Data - Characteristics of Job Seekers, December 2019

SOC CODE 11.00	7988	4191	3797	3122	2531	448	603	490	568	131	95
Title	0	0	0	0	0	0	0	0	0	0	0
Total	7988	4191	3797	3122	2531	448	603	490	568	131	95
Percentage	100.0%	52.5%	47.5%	39.1%	31.7%	5.6%	7.5%	6.1%	7.1%	1.6%	1.2%

Promotable/Transferable Pool - 2/29/2020

Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

US Dept. Ed. National Center for Education Statistics, IPEDS, Nov 2018 -Management Occupations

Management	249688	109053	140635	87899	107344	9637	16878	6233	9631	5284	6782
Title	0	0	0	0	0	0	0	0	0	0	0
Total	249688	109053	140635	87899	107344	9637	16878	6233	9631	5284	6782
Percentage	100.0%	43.7%	56.3%	35.2%	43.0%	3.9%	6.8%	2.5%	3.9%	2.1%	2.7%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Connecticut Occupational Statistics 2000 Census - Special EEO Tabulation, Statewide Managerial Titles (list is attached)	The hiring is done statewide and nationwide for this occupational category.	25% Positions are recruited from the employed population.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" 4th Qtr 2019, Statewide figures line SOC 11.00 Management Occupations	Department hiring area is statewide/national for this job category; however, statewide unemployment data is utilized. A small percentage of positions may be filled through the unemployed.	10% value weight. Unemployment figures account for a small percentage of hires into this category.
Promotable Transferable	N/A - As almost all positions come from the currently employed at like institutions. As such no promotional pool is identified within the current workforce.		0% value weight. Most positions in this category are filled through hires.
OTHER SOURCE	US Dept. of Ed IPEDS Data Nov 2018-Table 314.40: Management	The hiring area is Nationwide for this job category. Administrators at this level are highly competitive and are often recruited Nationally from similar positions/functions.	65% Value weight as Executive/Administrative positions require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**Connecticut State Colleges and Universities (CSCU)
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 3 - Professional Non-Faculty
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**02/29/20
Statewide/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNP I MALE			AAIANHNP I FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	60.2	45	27.1	39.8	45	17.9	55.0	45	24.8	35.2	45	15.8	1.4	45	0.6	2.1	45	0.9	1.6	45	0.7	1.1	45	0.5	2.2	45	1.0	1.5	45	0.7
2. Unemployment in Applicable LMA	54.4	20	10.9	45.6	20	9.1	37.6	20	7.5	29.2	20	5.8	7.4	20	1.5	8.2	20	1.6	6.6	20	1.3	6.4	20	1.3	2.7	20	0.5	1.9	20	0.4
3.Promotable/Transferable Percentage	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	0.0	0	0	0.0	0	0	0.0
4.Pop. in the LMA																														
5.Client Pop. Figures																														
6.Other																														
6.Educ/Tech Tng Figures	40.6	35	14.2	59.4	35	20.8	30	35	10.5	41.4	35	14.5	3.5	35	1.2	7.1	35	2.5	3.5	35	1.2	5.5	35	1.9	3.6	35	1.3	5.4	35	1.9
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			52.2			47.8			42.8			36.1			3.3			5.0			3.2			3.7			2.8			3.0

Employment Data - Census 2000, EEO Data Tool, State-wide Total

Admin Services Mgrs (113011)	1634	1040	594	965	535	20	0	35	34	20	25
Comp & Info Systems Mgrs (113021)	6008	4245	1763	3855	1620	120	70	85	19	185	54
Financial Mgrs (113031)	18781	10618	8163	9705	7145	219	480	315	230	379	308
Total	26423	15903	10520	14525	9300	359	550	435	283	584	387
Percentage	100.0%	60.2%	39.8%	55.0%	35.2%	1.4%	2.1%	1.6%	1.1%	2.2%	1.5%

Unemployment Data - Characteristics of Job Seekers, December 2019

SOC CODE 11.30	2168	907	1261	632	824	112	205	116	194	47	38
SOC CODE 11.90	3784	2051	1733	1492	1082	242	317	264	293	53	41
SOC CODE 13	3367	1640	1727	1093	1107	273	333	188	201	86	86
SOC CODE 15.10	2334	1737	597	1162	388	239	95	206	57	130	57
Total	11653	6335	5318	4379	3401	866	950	774	745	316	222
Percentage	100.0%	54.4%	45.6%	37.6%	29.2%	7.4%	8.2%	6.6%	6.4%	2.7%	1.9%

Promotable/Transferable Pool

Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

US Dept. Educ. National Center for Education Statistics, IPEDS, Nov 2017: Professional

Business & Fin Operations	202961	54657	148304	40493	103999	5254	18445	4927	13959	3983	11901
Comp, Sci & Engineering	211916	128301	83615	96504	57272	8040	6893	9596	6399	14161	13051
Student & Academic Affairs & Other Education Svcs	169919	54330	115589	38522	81032	6901	16406	5728	11531	3179	6620
Total	584796	237288	347508	175519	242303	20195	41744	20251	31889	21323	31572
Percentage	100.0%	40.6%	59.4%	30.0%	41.4%	3.5%	7.1%	3.5%	5.5%	3.6%	5.4%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Connecticut Occupational Statistics 2000 Census - Special EEO Tabulation, Statewide, Admin Services Mgrs (113011), Computer & Info Systems Mgrs (113021), and Financial Managers (113031)	The hiring area is nationwide for this job category. EEO 1 level positions are highly competitive and are often recruited nationally from similar positions/functions.	45% value weight as Executive/Administrative positions require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2019, Statewide figures -SOC 11.30 Operations Specialities Managers, SOC 11.90 - Other Management Occupations, SOC 13 Bus & Fin Occup & SOC 15.10 Computer Specialities	Department hiring area is statewide/national for this job category; however, statewide unemployment data is utilized. Some positions may be filled through the unemployed.	20% value weight. Unemployment figures account for a small percentage of hires into this category
National Educational Statistics	US Dept. of Ed IPEDS Data Dec 2017-Table 314.40: Bus & Fin Occupations; Comp, Sci, & Engineering; and Student & Academic Affairs & Other Education Svcs.	The hiring area is Nationwide for this job category. Education administrators chosen as titles at the University EEO 1 level are highly competitive and are often recruited Nationally from similar positions/functions.	35% Value weight as Executive/Administrative positions at Capital Community College require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches and are often currently employed at the postsecondary level. Table changed at IPEDS from 287 to 314.40.

*AAIANHNP I = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**Connecticut State Colleges and Universities (CSCU)
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 4 - Secretarial Clerical
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**02/29/20
Statewide/National**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	12.9	50	6.5	87.1	50	43.6	10.3	50	5.2	74.4	50	37.2	0.9	50	0.5	7.0	50	3.5	1.0	50	0.5	4.2	50	2.1	0.7	50	0.4	1.5	50	0.8
2. Unemployment in Applicable LMA	10.6	50	5.3	89.4	50	44.7	4.5	50	2.3	44	50	22.0	3.3	50	1.7	25.3	50	12.7	2.3	50	1.2	18	50	9.0	0.4	50	0.2	2.1	50	1.1
3.Promotable/Transferable Percentage	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	0.0	0	0	0.0	0	0	0.0
4.Pop. in the LMA																														
5.Client Pop. Figures																														
6.Educ/Tech Tng Figures																														
7. Other Source (Specify)	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	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			11.8			88.3			7.5			59.2			2.2			16.2			1.7			11.1			0.6			1.9

Employment Data - Census 2000, EEO Data Tool, Hartford, Secretaries & Administrative Assistants (436010), First-Line Sup/Mgrs Admin Support Workers (431011)

Secretaries & Administrative Assistants (436010)	18808	714	18094	575	15350	65	1535	40	895	34	314
First-Line Sup/Mgrs Admin Support Workers (431011)	8536	2813	5723	2235	4995	189	370	225	255	164	103
Total	27344	3527	23817	2810	20345	254	1905	265	1150	198	417
Percentage	100.0%	12.9%	87.1%	10.3%	74.4%	0.9%	7.0%	1.0%	4.2%	0.7%	1.5%

Unemployment Data - Characteristics of Job Seekers, December 2019

SOC CODE 43.60	482	18	464	9	253	4	105	5	98	0	8
SOC CODE 43.90	674	104	570	43	256	34	188	22	110	5	16
Total	1156	122	1034	52	509	38	293	27	208	5	24
Percentage	100.0%	10.6%	89.4%	4.5%	44.0%	3.3%	25.3%	2.3%	18.0%	0.4%	2.1%

Promotable/Transferable Pool - None

Professors	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

	0	0	0	0	0	0	0	0	0	0	0
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, Hartford MSA, Secretaries & Administrative Assistants (436010) and First-Line Sup/Mgrs. Admin Support Workers (431011)	Most hiring is done from candidates that have secretarial clerical and administrative support experience.	50% of the hiring is done from the employed pool of candidates.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2019, Hartford SOC 43.60 Secretaries and Administrative Assistants, and SOC CODE 43.90 - Other Office & Admin Support Workers	Some of the hiring from unemployed jobseekers.	50% Unemployment figures account for some of the hiring into this category
Promotable Transferable	None	None	None
OTHER SOURCE	None	None	None

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**Connecticut State Colleges and Universities (CSCU)
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**EEO 4 - Technical Paraprofessional
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**02/29/20
Hartford**

FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI MALE			AAIANHNPI FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the applicable LMA	48.2	50	24.1	51.8	50	25.9	43.0	50	21.5	43.8	50	21.9	0.2	50	0.1	3.3	50	1.7	1.1	50	0.6	3.3	50	1.7	4.0	50	2.0	1.3	50	0.7
2. Unemployment in Applicable LMA	16.8	50	8.4	83.2	50	41.6	7.4	50	3.7	40.9	50	20.5	5	50	2.5	24.9	50	12.5	3.5	50	1.8	14.8	50	7.4	0.9	50	0.5	2.7	50	1.4
3. Promotable/Transferable Percentage	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	0.0	0	0	0.0	0	0	0.0
4. Pop. in the LMA																														
5. Client Pop. Figures																														
6. Educ/Tech Tng Figures																														
7. Other Source (Specify)		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
8. Other Source (Specify)																														
FINAL AVAILABILITY BASE PERCENTAGE			32.5			67.5			25.2			42.4			2.6			14.2			2.4			9.1			2.5			2.1

Employment Data - Census 2000, EEO Data Tool, Hartford MSA, Computer Support Specialists (151041), and Procurement Clerks (433061)

Computer Support Specialists (151041)	2129	1044	1085	920	915	4	75	25	65	95	30
Procurement Clerks (433061)	243	100	143	100	125	0	4	0	14	0	0
Total	2372	1144	1228	1020	1040	4	79	25	79	95	30
Percentage	100.0%	48.2%	51.8%	43.0%	43.8%	0.2%	3.3%	1.1%	3.3%	4.0%	1.3%

Unemployment Data - Characteristics of Job Seekers, December 2019

SOC CODE 43.30	295	59	236	29	140	14	53	12	33	4	10
SOC CODE 43.90	674	104	570	43	256	34	188	22	110	5	16
Total	969	163	806	72	396	48	241	34	143	9	26
Percentage	100.0%	16.8%	83.2%	7.4%	40.9%	5.0%	24.9%	3.5%	14.8%	0.9%	2.7%

Promotable/Transferable Pool - None

Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0
Other											
Title	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable Labor Market Area	Census 2000 EEO Data Tool, Hartford MSA, Computer Support Specialists (151041), and Procurement Clerks (433061)	Most hiring is from the employed candidates.	50% of the weight is done from candidates that are employed in technical or paraprofessional skilled positions.
Unemployment in Applicable Labor Market Area	CT Labor Department "Characteristics of Job Seekers Registered with the CT State Job Service" December 2019, Hartford - SOC 43.30 - Financial Clerks and SOC CODE 43.90 Other Office & Admin Support Workers	Some hiring is done from unemployed jobseekers.	50% of the pool comes from unemployed jobseekers.
Promotable Transferable	None	None	None
OTHER SOURCE	None	None	None

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

2000

Connecticut

Occupational

Statistics

*STATE OF
CONNECTICUT*

CONNECTICUT OCCUPATIONAL STATISTICS
for Equal Employment Opportunity and Affirmative Action Planning
2000 Census of Population and Housing - Special EEO Tabulation

Statewide

Occupation	Total All Races *	Total Civilian Labor Force				White Non-Hispanic				Black Non-Hispanic	
		Male	%	Female	%	Male	%	Female	%	Male	%
Total Civilian Labor Force	1,757,139	918,028	52.2	838,344	47.7	744,504	42.4	664,879	37.8	62,231	3.5
MGMT., BUSINESS, & FIN. OCCS. (110000)	269,675	159,068	59.0	110,547	41.0	144,195	53.5	96,010	35.6	5,010	1.9
Management Occupations (110001)	175,185	112,949	64.5	62,224	35.5	102,780	58.7	55,135	31.5	3,058	1.7
Top Executives (111000)	34,085	27,181	79.7	6,908	20.3	25,440	74.6	6,360	18.7	430	1.3
Chief Executives (111011)	21,345	17,743	83.1	3,604	16.9	16,790	78.7	3,435	16.1	205	1.0
General & Operations Mgrs. (111021)	12,395	9,224	74.4	3,169	25.6	8,450	68.2	2,840	22.9	225	1.8
Legislators (111031)	345	214	62.0	135	39.1	200	58.0	85	24.6	0	0.0
Advert., Marketing, Promo., Pub. Rel. (112000)	23,610	13,866	58.7	9,735	41.2	12,820	54.3	8,820	37.4	360	1.5
Advertising & Promotions Mgrs. (112011)	1,495	659	44.1	832	55.7	620	41.5	820	54.8	10	0.7
Marketing & Sales Mgrs. (112020)	21,120	12,774	60.5	8,345	39.5	11,790	55.8	7,495	35.5	335	1.6
Public Relations Mgrs. (112031)	995	433	43.5	558	56.1	410	41.2	505	50.8	15	1.5
Operations Specialties Mgrs. (113000)	42,525	25,851	60.8	16,668	39.2	23,445	55.1	14,575	34.3	744	1.7
Administrative Services Mgrs. (113011)	1,635	1,040	63.6	594	36.3	965	59.0	535	32.7	20	1.2
Computer & Info. Systems Mgrs. (113021)	6,010	4,245	70.6	1,763	29.3	3,855	64.1	1,620	27.0	120	2.0
Financial Managers (113031)	18,790	10,618	56.5	8,163	43.4	9,705	51.6	7,145	38.0	219	1.2
Human Resources Mgrs. (113040)	6,100	2,630	43.1	3,473	56.9	2,170	35.6	3,045	49.9	240	3.9
Industrial Production Mgrs. (113051)	4,675	3,684	78.8	990	21.2	3,415	73.0	815	17.4	65	1.4
Purchasing Managers (113061)	2,955	1,680	56.9	1,275	43.1	1,600	54.1	1,045	35.4	20	0.7
Transp., Storage, & Dist. Mgrs. (113071)	2,360	1,954	82.8	410	17.4	1,735	73.5	370	15.7	60	2.5
Other Management Occupations (119000)	74,965	46,051	61.4	28,913	38.6	41,075	54.8	25,380	33.9	1,524	2.0
Farm, Ranch, & Other Agric. Mgrs. (119011)	975	679	69.6	300	30.8	545	55.9	280	28.7	35	3.6
Farmers & Ranchers (119012)	1,265	995	78.7	275	21.7	985	77.9	265	20.9	0	0.0
Construction Managers (119021)	7,480	7,083	94.7	398	5.3	6,720	89.8	360	4.8	99	1.3
Education Administrators (119030)	9,935	4,158	41.9	5,779	58.2	3,695	37.2	5,060	50.9	265	2.7
Engineering Managers (119041)	2,360	2,214	93.8	145	6.1	2,000	84.7	145	6.1	40	1.7
Food Service Managers (119051)	7,820	4,873	62.3	2,944	37.6	3,835	49.0	2,530	32.4	160	2.0
Funeral Directors (119061)	580	509	87.8	70	12.1	455	78.4	70	12.1	35	6.0
Gaming Managers (119071)	385	228	59.2	154	40.0	220	57.1	135	35.1	0	0.0
Lodging Managers (119081)	865	454	52.5	410	47.4	340	39.3	325	37.6	45	5.2
Medical & Health Services Mgrs. (119111)	6,200	1,834	29.6	4,358	70.3	1,650	26.6	3,905	63.0	60	1.0
Natural Sciences Managers (119121)	360	250	69.4	110	30.6	200	55.6	100	27.8	0	0.0
Postmasters & Mail Superintendents (119131)	275	175	63.6	105	38.2	165	60.0	95	34.5	0	0.0
Prop., Real Est., & Comm. Assoc. Mgrs. (119141)	4,475	2,675	59.8	1,798	40.2	2,410	53.9	1,610	36.0	100	2.2
Social & Community Service Managers (119151)	3,550	1,109	31.2	2,438	68.7	880	24.8	2,015	56.8	190	5.4
Managers, All Other (119199)	28,440	18,815	66.2	9,629	33.9	16,975	59.7	8,485	29.8	495	1.7
Business & Financial Oper. Occs. (130001)	94,490	46,119	48.8	48,323	51.1	41,415	43.8	40,875	43.3	1,952	2.1
Business Operations Specialists (131000)	45,645	20,718	45.4	24,907	54.6	18,410	40.3	21,075	46.2	933	2.0
Agents & Bus. Mgrs. of Artists, Etc. (131011)	455	210	46.2	240	52.7	190	41.8	220	48.4	10	2.2
Purch. Agts & Buyers, Farm Prod. (131021)	80	40	50.0	40	50.0	40	50.0	30	37.5	0	0.0
Whsle & Ret. Buyers, Exc. Farm Prod. (131022)	2,805	1,223	43.6	1,588	56.6	1,115	39.8	1,390	49.6	40	1.4
Purch. Agts, Exc. Whsle, Ret., Etc. (131023)	4,015	1,887	47.0	2,123	52.9	1,725	43.0	1,960	48.8	80	2.0
Claims Adj., Appr., Examiners, & Invest. (131030)	6,275	2,134	34.0	4,134	65.9	1,865	29.7	3,405	54.3	175	2.8
Compliance Officers, Exc. Agri., Etc. (131041)	1,445	724	50.1	720	49.8	590	40.8	590	40.8	70	4.8
Cost Estimators (131051)	1,205	1,074	89.1	130	10.8	1,060	88.0	110	9.1	0	0.0
Human Res., Training, & Labor Rel. Spec. (131070)	12,900	4,408	34.2	8,500	65.9	3,825	29.7	6,970	54.0	270	2.1
Logisticians (131081)	450	267	59.3	172	38.2	255	56.7	150	33.3	4	0.9
Management Analysts (131111)	12,235	7,304	59.7	4,933	40.3	6,540	53.5	4,375	35.8	144	1.2
Meeting & Convention Planners (131121)	705	115	16.3	594	84.3	80	11.3	535	75.9	35	5.0
Other Business Operations Specialists (1311XX)	3,075	1,332	43.3	1,733	56.4	1,125	36.6	1,340	43.6	105	3.4
Financial Specialists (132000)	48,845	25,401	52.0	23,416	47.9	23,005	47.1	19,800	40.5	1,019	2.1
Accountants & Auditors (132011)	27,965	13,848	49.5	14,114	50.5	12,445	44.5	11,825	42.3	664	2.4
Appraisers & Assessors of Real Estate (132021)	1,410	839	59.5	570	40.4	785	55.7	560	39.7	40	2.8

CONNECTICUT OCCUPATIONAL STATISTICS
for Equal Employment Opportunity and Affirmative Action Planning
2000 Census of Population and Housing - Special EEO Tabulation

Statewide

Black Non-Hispanic		Hispanic in Any Race				All Other Non-Hispanic				Occupation
Female	%	Male	%	Female	%	Male	%	Female	%	
76,358	4.3	70,774	4.0	63,532	3.6	40,519	2.3	33,575	1.9	Total Civilian Labor Force
6,910	2.6	4,448	1.6	3,678	1.4	5,415	2.0	3,949	1.5	MGMT., BUSINESS, & FIN. OCCS. (110000)
3,173	1.8	3,276	1.9	1,870	1.1	3,835	2.2	2,046	1.2	Management Occupations (110001)
290	0.9	575	1.7	135	0.4	736	2.2	123	0.4	Top Executives (111000)
60	0.3	285	1.3	50	0.2	463	2.2	59	0.3	Chief Executives (111011)
200	1.6	290	2.3	65	0.5	259	2.1	64	0.5	General & Operations Mgrs. (111021)
30	8.7	0	0.0	20	5.8	14	4.1	0	0.0	Legislators (111031)
334	1.4	282	1.2	223	0.9	404	1.7	358	1.5	Advert., Marketing., Promo., Pub. Rel. (112000)
4	0.3	14	0.9	4	0.3	15	1.0	4	0.3	Advertising & Promotions Mgrs. (112011)
285	1.3	260	1.2	215	1.0	389	1.8	350	1.7	Marketing & Sales Mgrs. (112020)
45	4.5	8	0.8	4	0.4	0	0.0	4	0.4	Public Relations Mgrs. (112031)
910	2.1	875	2.1	528	1.2	787	1.9	655	1.5	Operations Specialties Mgrs. (113000)
0	0.0	35	2.1	34	2.1	20	1.2	25	1.5	Administrative Services Mgrs. (113011)
70	1.2	85	1.4	19	0.3	185	3.1	54	0.9	Computer & Info. Systems Mgrs. (113021)
480	2.6	315	1.7	230	1.2	379	2.0	308	1.6	Financial Managers (113031)
215	3.5	140	2.3	120	2.0	80	1.3	93	1.5	Human Resources Mgrs. (113040)
45	1.0	140	3.0	45	1.0	64	1.4	85	1.8	Industrial Production Mgrs. (113051)
75	2.5	45	1.5	65	2.2	15	0.5	90	3.0	Purchasing Managers (113061)
25	1.1	115	4.9	15	0.6	44	1.9	0	0.0	Transp., Storage, & Dist. Mgrs. (113071)
1,639	2.2	1,544	2.1	984	1.3	1,908	2.5	910	1.2	Other Management Occupations (119000)
0	0.0	65	6.7	20	2.1	34	3.5	0	0.0	Farm, Ranch, & Other Agric. Mgrs. (119011)
0	0.0	10	0.8	10	0.8	0	0.0	0	0.0	Farmers & Ranchers (119012)
20	0.3	185	2.5	4	0.1	79	1.1	14	0.2	Construction Managers (119021)
395	4.0	120	1.2	195	2.0	78	0.8	129	1.3	Education Administrators (119030)
0	0.0	85	3.6	0	0.0	89	3.8	0	0.0	Engineering Managers (119041)
115	1.5	365	4.7	135	1.7	513	6.6	164	2.1	Food Service Managers (119051)
0	0.0	15	2.6	0	0.0	4	0.7	0	0.0	Funeral Directors (119061)
0	0.0	0	0.0	15	3.9	8	2.1	4	1.0	Gaming Managers (119071)
20	2.3	4	0.5	0	0.0	65	7.5	65	7.5	Lodging Managers (119081)
244	3.9	50	0.8	95	1.5	74	1.2	114	1.8	Medical & Health Services Mgrs. (119111)
0	0.0	0	0.0	0	0.0	50	13.9	10	2.8	Natural Sciences Managers (119121)
0	0.0	10	3.6	10	3.6	0	0.0	0	0.0	Postmasters & Mail Superintendents (119131)
90	2.0	130	2.9	60	1.3	35	0.8	38	0.8	Prop., Real Est., & Comm. Assoc. Mgrs. (119141)
260	7.3	35	1.0	110	3.1	4	0.1	53	1.5	Social & Community Service Managers (119151)
495	1.7	470	1.7	330	1.2	875	3.1	319	1.1	Managers, All Other (119199)
3,737	4.0	1,172	1.2	1,808	1.9	1,580	1.7	1,903	2.0	Business & Financial Oper. Occs. (130001)
2,098	4.6	555	1.2	962	2.1	820	1.8	772	1.7	Business Operations Specialists (131000)
10	2.2	0	0.0	0	0.0	10	2.2	10	2.2	Agents & Bus. Mgrs. of Artists, Etc. (131011)
10	12.5	0	0.0	0	0.0	0	0.0	0	0.0	Purch. Agts & Buyers, Farm Prod. (131021)
94	3.4	29	1.0	80	2.9	39	1.4	24	0.9	Whsle & Ret. Buyers, Exc. Farm Prod. (131022)
95	2.4	34	0.8	34	0.8	48	1.2	34	0.8	Purch. Agts, Exc. Whsle, Ret., Etc. (131023)
470	7.5	40	0.6	145	2.3	54	0.9	114	1.8	Claims Adj., Appr., Examiners, & Invest. (131030)
35	2.4	45	3.1	25	1.7	19	1.3	70	4.8	Compliance Officers, Exc. Agri., Etc. (131041)
0	0.0	10	0.8	0	0.0	4	0.3	20	1.7	Cost Estimators (131051)
860	6.7	160	1.2	400	3.1	153	1.2	270	2.1	Human Res., Training, & Labor Rel. Spec. (131070)
4	0.9	8	1.8	8	1.8	0	0.0	10	2.2	Logisticians (131081)
325	2.7	190	1.6	120	1.0	430	3.5	113	0.9	Management Analysts (131111)
10	1.4	0	0.0	30	4.3	0	0.0	19	2.7	Meeting & Convention Planners (131121)
185	6.0	39	1.3	120	3.9	63	2.0	88	2.9	Other Business Operations Specialists (1311XX)
1,639	3.4	617	1.3	846	1.7	760	1.6	1,131	2.3	Financial Specialists (132000)
985	3.5	335	1.2	485	1.7	404	1.4	819	2.9	Accountants & Auditors (132011)
10	0.7	4	0.3	0	0.0	10	0.7	0	0.0	Appraisers & Assessors of Real Estate (132021)

2000

Connecticut

Occupational

Statistics

HARTFORD

MSA

CONNECTICUT OCCUPATIONAL STATISTICS
for Equal Employment Opportunity and Affirmative Action Planning
2000 Census of Population and Housing - Special EEO Tabulation

Hartford MSA

Occupation	Total All Races *	Total Civilian Labor Force				White Non-Hispanic				Black Non-Hispanic	
		Male	%	Female	%	Male	%	Female	%	Male	%
Budget Analysts (132031)	210	95	45.2	110	52.4	75	35.7	100	47.6	0	0.0
Credit Analysts (132041)	140	90	64.3	48	34.3	80	57.1	40	28.6	0	0.0
Financial Analysts (132051)	405	259	64.0	149	36.8	235	58.0	110	27.2	10	2.5
Personal Financial Advisors (132052)	2,520	1,464	58.1	1,058	42.0	1,380	54.8	925	36.7	40	1.6
Insurance Underwriters (132053)	2,200	823	37.4	1,365	62.0	745	33.9	1,180	53.6	40	1.8
Financial Examiners (132061)	110	64	58.2	44	40.0	60	54.5	30	27.3	0	0.0
Loan Counselors & Officers (132070)	1,310	534	40.8	773	59.0	475	36.3	630	48.1	30	2.3
Tax Examiners, Collectors, & Rev. Agts (132081)	400	144	36.0	253	63.3	125	31.3	245	61.3	15	3.8
Tax Preparers (132082)	385	195	50.6	190	49.4	195	50.6	190	49.4	0	0.0
Financial Specialists, All Other (132099)	445	180	40.4	258	58.0	180	40.4	205	46.1	0	0.0
PROFESSIONAL & RELATED OCCUPATIONS (150000)	141,405	62,777	44.4	78,442	55.5	54,153	38.3	66,671	47.1	2,882	2.0
Computer & Mathematical Occupations (150001)	20,635	13,617	66.0	6,982	33.8	11,745	56.9	5,675	27.5	453	2.2
Computer Specialists (151000)	18,920	12,638	66.8	6,253	33.0	10,875	57.5	5,125	27.1	453	2.4
Computer Programmers (151021)	5,765	3,743	64.9	2,017	35.0	3,245	56.3	1,600	27.8	95	1.6
Computer Software Engineers (151030)	3,320	2,515	75.8	805	24.2	2,120	63.9	645	19.4	105	3.2
Computer Support Specialists (151041)	2,135	1,044	48.9	1,085	50.8	920	43.1	915	42.9	4	0.2
Database Administrators (151061)	545	385	70.6	159	29.2	350	64.2	130	23.9	20	3.7
Network & Computer Syst. Admins. (151071)	945	664	70.3	269	28.5	580	61.4	210	22.2	24	2.5
Network Sys. & Data Comm. Analysts (151081)	1,435	1,104	76.9	328	22.9	1,000	69.7	320	22.3	45	3.1
Computer Scientists & Sys. Analysts (1510XX)	4,775	3,183	66.7	1,590	33.3	2,660	55.7	1,305	27.3	160	3.4
Mathematical Scientists (152000)	1,715	979	57.1	729	42.5	870	50.7	550	32.1	0	0.0
Actuaries (152011)	1,030	645	62.6	385	37.4	565	54.9	280	27.2	0	0.0
Operations Research Analysts (152031)	535	264	49.3	270	50.5	245	45.8	200	37.4	0	0.0
Misc. Math Science Occupations (1520XX)	150	70	46.7	74	49.3	60	40.0	70	46.7	0	0.0
Architecture & Engineering Occs. (170001)	16,710	14,756	88.3	1,946	11.6	13,055	78.1	1,599	9.6	440	2.6
Architects, Surveyors, & Cartographers (171000)	840	719	85.6	119	14.2	650	77.4	119	14.2	40	4.8
Architects, Except Naval (171010)	705	590	83.7	115	16.3	555	78.7	115	16.3	10	1.4
Surv., Cartog., & Photogrammetrists (171020)	135	129	95.6	4	3.0	95	70.4	4	3.0	30	22.2
Engineers (172000)	12,180	10,985	90.2	1,211	9.9	9,770	80.2	1,005	8.3	245	2.0
Aerospace Engineers (172011)	2,585	2,255	87.2	323	12.5	1,950	75.4	255	9.9	30	1.2
Chemical Engineers (172041)	165	160	97.0	10	6.1	160	97.0	0	0.0	0	0.0
Civil Engineers (172051)	1,665	1,449	87.0	215	12.9	1,260	75.7	170	10.2	30	1.8
Computer Hardware Engineers (172061)	275	255	92.7	20	7.3	200	72.7	20	7.3	15	5.5
Electrical & Electronics Engineers (172070)	1,410	1,348	95.6	64	4.5	1,240	87.9	60	4.3	40	2.8
Environmental Engineers (172081)	315	215	68.3	104	33.0	205	65.1	100	31.7	10	3.2
Ind. Engineers, Incl. Health & Safety (172110)	1,475	1,270	86.1	215	14.6	1,175	79.7	170	11.5	20	1.4
Marine Engineers & Naval Architects (172121)	90	95	105.6	0	0.0	75	83.3	0	0.0	10	11.1
Materials Engineers (172131)	395	330	83.5	65	16.5	290	73.4	65	16.5	10	2.5
Mechanical Engineers (172141)	1,930	1,794	93.0	135	7.0	1,605	83.2	115	6.0	55	2.8
Nuclear Engineers (172161)	190	180	94.7	10	5.3	165	86.8	10	5.3	0	0.0
Petroleum, Mining & Geological Engrs. (1721XX)	20	20	100.0	0	0.0	20	100.0	0	0.0	0	0.0
Miscellaneous Engineers, Incl. Agric. (172XXX)	1,665	1,614	96.9	50	3.0	1,425	85.6	40	2.4	25	1.5
Drafters, Engrng. & Mapping Techs. (173000)	3,690	3,052	82.7	616	16.7	2,635	71.4	475	12.9	155	4.2
Drafters (173010)	1,065	872	81.9	182	17.1	805	75.6	160	15.0	35	3.3
Engineering Technicians, Exc. Drafters (173020)	2,280	1,870	82.0	399	17.5	1,530	67.1	300	13.2	110	4.8
Surveying & Mapping Technicians (173031)	345	310	89.9	35	10.1	300	87.0	15	4.3	10	2.9
Life, Physical, & Social Science Occs. (190001)	5,155	2,851	55.3	2,275	44.1	2,495	48.4	1,872	36.3	36	0.7
Life Scientists (191000)	970	633	65.3	332	34.2	515	53.1	259	26.7	10	1.0
Agricultural & Food Scientists (191010)	100	75	75.0	25	25.0	75	75.0	25	25.0	0	0.0
Biological Scientists (191020)	255	180	70.6	73	28.6	170	66.7	65	25.5	0	0.0
Conservation Scientists & Foresters (191030)	40	35	87.5	4	10.0	35	87.5	4	10.0	0	0.0
Medical Scientists (191040)	575	343	59.7	230	40.0	235	40.9	165	28.7	10	1.7

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Hartford MSA

Black Non-Hispanic		Hispanic in Any Race				All Other Non-Hispanic				Occupation
Female	%	Male	%	Female	%	Male	%	Female	%	
0	0.0	10	4.8	0	0.0	10	4.8	10	4.8	Budget Analysts (132031)
4	2.9	0	0.0	0	0.0	10	7.1	4	2.9	Credit Analysts (132041)
35	8.6	4	1.0	4	1.0	10	2.5	0	0.0	Financial Analysts (132051)
75	3.0	25	1.0	19	0.8	19	0.8	39	1.5	Personal Financial Advisors (132052)
125	5.7	8	0.4	50	2.3	30	1.4	10	0.5	Insurance Underwriters (132053)
10	9.1	4	3.6	4	3.6	0	0.0	0	0.0	Financial Examiners (132061)
70	5.3	15	1.1	49	3.7	14	1.1	24	1.8	Loan Counselors & Officers (132070)
4	1.0	0	0.0	4	1.0	4	1.0	0	0.0	Tax Examiners, Collectors, & Rev. Agts (132081)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Tax Preparers (132082)
35	7.9	0	0.0	14	3.1	0	0.0	4	0.9	Financial Specialists, All Other (132099)
4,757	3.4	1,959	1.4	4,066	2.9	3,783	2.7	2,948	2.1	PROFESSIONAL & RELATED OCCUPATIONS (150000)
508	2.5	218	1.1	283	1.4	1,201	5.8	516	2.5	Computer & Mathematical Occupations (150001)
433	2.3	204	1.1	224	1.2	1,106	5.8	471	2.5	Computer Specialists (151000)
129	2.2	74	1.3	75	1.3	329	5.7	213	3.7	Computer Programmers (151021)
45	1.4	30	0.9	50	1.5	260	7.8	65	2.0	Computer Software Engineers (151030)
75	3.5	25	1.2	65	3.0	95	4.4	30	1.4	Computer Support Specialists (151041)
10	1.8	15	2.8	0	0.0	0	0.0	19	3.5	Database Administrators (151061)
55	5.8	20	2.1	0	0.0	40	4.2	4	0.4	Network & Computer Syst. Admins. (151071)
4	0.3	15	1.0	4	0.3	44	3.1	0	0.0	Network Sys. & Data Comm. Analysts (151081)
115	2.4	25	0.5	30	0.6	338	7.1	140	2.9	Computer Scientists & Sys. Analysts (1510XX)
75	4.4	14	0.8	59	3.4	95	5.5	45	2.6	Mathematical Scientists (152000)
60	5.8	0	0.0	0	0.0	80	7.8	45	4.4	Actuaries (152011)
15	2.8	4	0.7	55	10.3	15	2.8	0	0.0	Operations Research Analysts (152031)
0	0.0	10	6.7	4	2.7	0	0.0	0	0.0	Misc. Math Science Occupations (1520XX)
119	0.7	359	2.1	63	0.4	902	5.4	165	1.0	Architecture & Engineering Occs. (170001)
0	0.0	0	0.0	0	0.0	29	3.5	0	0.0	Architects, Surveyors, & Cartographers (171000)
0	0.0	0	0.0	0	0.0	25	3.5	0	0.0	Architects, Except Naval (171010)
0	0.0	0	0.0	0	0.0	4	3.0	0	0.0	Surv., Cartog., & Photogrammetrists (171020)
45	0.4	269	2.2	49	0.4	701	5.8	112	0.9	Engineers (172000)
15	0.6	65	2.5	19	0.7	210	8.1	34	1.3	Aerospace Engineers (172011)
10	6.1	0	0.0	0	0.0	0	0.0	0	0.0	Chemical Engineers (172041)
0	0.0	60	3.6	15	0.9	99	5.9	30	1.8	Civil Engineers (172051)
0	0.0	10	3.6	0	0.0	30	10.9	0	0.0	Computer Hardware Engineers (172061)
0	0.0	4	0.3	0	0.0	64	4.5	4	0.3	Electrical & Electronics Engineers (172070)
0	0.0	0	0.0	0	0.0	0	0.0	4	1.3	Environmental Engineers (172081)
20	1.4	30	2.0	15	1.0	45	3.1	10	0.7	Ind. Engineers, Incl. Health & Safety (172110)
0	0.0	10	11.1	0	0.0	0	0.0	0	0.0	Marine Engineers & Naval Architects (172121)
0	0.0	10	2.5	0	0.0	20	5.1	0	0.0	Materials Engineers (172131)
0	0.0	45	2.3	0	0.0	89	4.6	20	1.0	Mechanical Engineers (172141)
0	0.0	0	0.0	0	0.0	15	7.9	0	0.0	Nuclear Engineers (172161)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Petroleum, Mining & Geological Engrs. (1721XX)
0	0.0	35	2.1	0	0.0	129	7.7	10	0.6	Miscellaneous Engineers, Incl. Agric. (172XXX)
74	2.0	90	2.4	14	0.4	172	4.7	53	1.4	Drafters, Engrng. & Mapping Techs. (173000)
4	0.4	10	0.9	10	0.9	22	2.1	8	0.8	Drafters (173010)
70	3.1	80	3.5	4	0.2	150	6.6	25	1.1	Engineering Technicians, Exc. Drafters (173020)
0	0.0	0	0.0	0	0.0	0	0.0	20	5.8	Surveying & Mapping Technicians (173031)
119	2.3	58	1.1	129	2.5	262	5.1	155	3.0	Life, Physical, & Social Science Occs. (190001)
29	3.0	8	0.8	0	0.0	100	10.3	44	4.5	Life Scientists (191000)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Agricultural & Food Scientists (191010)
4	1.6	0	0.0	0	0.0	10	3.9	4	1.6	Biological Scientists (191020)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Conservation Scientists & Foresters (191030)
25	4.3	8	1.4	0	0.0	90	15.7	40	7.0	Medical Scientists (191040)

CONNECTICUT OCCUPATIONAL STATISTICS
for Equal Employment Opportunity and Affirmative Action Planning
2000 Census of Population and Housing - Special EEO Tabulation

Hartford MSA

Occupation	Total All Races *	Total Civilian Labor Force				White Non-Hispanic				Black Non-Hispanic	
		Male	%	Female	%	Male	%	Female	%	Male	%
Real Estate Brokers & Sales Agents (419020)	2,650	1,090	41.1	1,550	58.5	1,050	39.6	1,460	55.1	15	0.6
Sales Engineers (419031)	255	250	98.0	4	1.6	250	98.0	4	1.6	0	0.0
Telemarketers (419041)	620	250	40.3	369	59.5	210	33.9	235	37.9	20	3.2
Door-To-Door Sales Workers & Rel Wrkrs (419091)	825	463	56.1	369	44.7	375	45.5	295	35.8	29	3.5
Sales & Related Workers, All Other (419099)	950	434	45.7	515	54.2	420	44.2	455	47.9	0	0.0
OFFICE & ADMIN. SUPPORT OCCUPATIONS (430000)	100,170	25,402	25.4	74,669	74.5	19,272	19.2	60,287	60.2	3,048	3.0
Super., Office & Admin. Support Workers (431000)	8,540	2,813	32.9	5,723	67.0	2,235	26.2	4,995	58.5	189	2.2
First-Line Sup./Mgrs., Admin. Support Wrkrs (431011)	8,540	2,813	32.9	5,723	67.0	2,235	26.2	4,995	58.5	189	2.2
Communications Equipment Operators (432000)	530	117	22.1	408	77.0	74	14.0	320	60.4	14	2.6
Switchboard Operators, Incl. Ans. Service (432011)	265	34	12.8	228	86.0	30	11.3	195	73.6	4	1.5
Telephone Operators (432021)	245	79	32.2	165	67.3	40	16.3	110	44.9	10	4.1
Comm. Equipment Operators, All Other (432099)	20	4	20.0	15	75.0	4	20.0	15	75.0	0	0.0
Financial Clerks (433000)	14,115	1,835	13.0	12,262	86.9	1,504	10.7	10,359	73.4	194	1.4
Bill & Account Collectors (433011)	745	244	32.8	489	65.6	200	26.8	370	49.7	30	4.0
Billing & Posting Clerks & Machine Oper. (433021)	1,830	165	9.0	1,664	90.9	140	7.7	1,470	80.3	25	1.4
Bookkeeping, Accting, & Auditing Clerks (433031)	8,375	1,074	12.8	7,300	87.2	865	10.3	6,340	75.7	114	1.4
Gaming Cage Workers (433041)	40	4	10.0	32	80.0	4	10.0	4	10.0	0	0.0
Payroll & Timekeeping Clerks (433051)	1,095	105	9.6	989	90.3	80	7.3	845	77.2	25	2.3
Procurement Clerks (433061)	240	100	41.7	143	59.6	100	41.7	125	52.1	0	0.0
Tellers (433071)	1,790	143	8.0	1,645	91.9	115	6.4	1,205	67.3	0	0.0
Information & Record Clerks (434000)	21,520	4,433	20.6	17,065	79.3	3,404	15.8	13,630	63.3	512	2.4
Brokerage Clerks (434011)	55	15	27.3	39	70.9	15	27.3	25	45.5	0	0.0
Court, Municipal, & License Clerks (434031)	210	44	21.0	170	81.0	30	14.3	145	69.0	10	4.8
Credit Authorizers, Checkers, & Clerks (434041)	255	64	25.1	189	74.1	60	23.5	120	47.1	0	0.0
Customer Service Representatives (434051)	10,400	2,719	26.1	7,680	73.8	2,260	21.7	6,020	57.9	219	2.1
Eligibility Interviewers, Govt. Programs (434061)	300	73	24.3	219	73.0	50	16.7	140	46.7	15	5.0
File Clerks (434071)	1,300	265	20.4	1,034	79.5	185	14.2	840	64.6	55	4.2
Hotel, Motel, & Resort Desk Clerks (434081)	260	59	22.7	194	74.6	40	15.4	115	44.2	15	5.8
Interviewers, Except Eligibility & Loan (434111)	785	195	24.8	595	75.8	155	19.7	430	54.8	15	1.9
Library Assistants, Clerical (434121)	820	128	15.6	694	84.6	95	11.6	550	67.1	4	0.5
Loan Interviewers & Clerks (434131)	350	25	7.1	328	93.7	25	7.1	265	75.7	0	0.0
New Accounts Clerks (434141)	75	8	10.7	65	86.7	4	5.3	45	60.0	4	5.3
Human Res. Assists, Exc. Payroll Etc. (434161)	155	40	25.8	115	74.2	20	12.9	90	58.1	10	6.5
Receptionists & Information Clerks (434171)	4,855	254	5.2	4,597	94.7	145	3.0	3,965	81.7	55	1.1
Reserv. & Transp. Ticket Agts & Trav Clerks (434181)	660	194	29.4	458	69.4	120	18.2	315	47.7	45	6.8
Information & Record Clerks, All Other (434199)	330	50	15.2	278	84.2	50	15.2	245	74.2	0	0.0
Correspondence Clerks & Order Clerks (434XXX)	710	300	42.3	410	57.7	150	21.1	320	45.1	65	9.2
Material Recording, Scheduling, Etc. (435000)	15,990	10,486	65.6	5,464	34.2	7,730	48.3	3,964	24.8	1,429	8.9
Cargo & Freight Agents (435011)	95	64	67.4	24	25.3	60	63.2	4	4.2	0	0.0
Couriers & Messengers (435021)	1,045	909	87.0	134	12.8	620	59.3	105	10.0	150	14.4
Dispatchers (435030)	1,075	504	46.9	560	52.1	435	40.5	475	44.2	44	4.1
Meter Readers, Utilities (435041)	60	64	106.7	0	0.0	30	50.0	0	0.0	30	50.0
Postal Service Clerks (435051)	765	390	51.0	373	48.8	295	38.6	195	25.5	50	6.5
Postal Service Mail Carriers (435052)	1,770	1,299	73.4	467	26.4	975	55.1	350	19.8	195	11.0
Postal Service Mail Sorters, Processors, Etc. (435053)	765	375	49.0	393	51.4	275	35.9	180	23.5	75	9.8
Production, Planning, & Expediting Clerks (435061)	1,640	869	53.0	769	46.9	730	44.5	635	38.7	90	5.5
Shipping, Receiving, & Traffic Clerks (435071)	2,960	2,094	70.7	859	29.0	1,515	51.2	650	22.0	245	8.3
Stock Clerks & Order Fillers (435081)	5,605	3,829	68.3	1,770	31.6	2,735	48.8	1,265	22.6	540	9.6
Weighers, Measurers, Checkers, Etc. (435111)	210	89	42.4	115	54.8	60	28.6	105	50.0	10	4.8
Secretaries & Administrative Assistants (436000)	18,820	714	3.8	18,094	96.1	575	3.1	15,350	81.6	65	0.3
Secretaries & Administrative Assistants (436010)	18,820	714	3.8	18,094	96.1	575	3.1	15,350	81.6	65	0.3
Other Office & Admin. Support Workers (439000)	20,655	5,004	24.2	15,653	75.8	3,750	18.2	11,669	56.5	645	3.1

CONNECTICUT OCCUPATIONAL STATISTICS
for Equal Employment Opportunity and Affirmative Action Planning
2000 Census of Population and Housing - Special EEO Tabulation

Hartford MSA

Black Non-Hispanic		Hispanic in Any Race				All Other Non-Hispanic				Occupation
Female	%	Male	%	Female	%	Male	%	Female	%	
30	1.1	25	0.9	30	1.1	0	0.0	30	1.1	Real Estate Brokers & Sales Agents (419020)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Sales Engineers (419031)
90	14.5	10	1.6	30	4.8	10	1.6	14	2.3	Telemarketers (419041)
30	3.6	45	5.5	25	3.0	14	1.7	19	2.3	Door-To-Door Sales Workers & Rel Wrks (419091)
40	4.2	4	0.4	10	1.1	10	1.1	10	1.1	Sales & Related Workers, All Other (419099)
7,747	7.7	2,059	2.1	4,602	4.6	1,023	1.0	2,033	2.0	OFFICE & ADMIN. SUPPORT OCCUPATIONS (430000)
370	4.3	225	2.6	255	3.0	164	1.9	103	1.2	Super., Office & Admin. Support Workers (431000)
370	4.3	225	2.6	255	3.0	164	1.9	103	1.2	First-Line Sup./Mgrs., Admin. Support Wrks (431011)
50	9.4	4	0.8	34	6.4	25	4.7	4	0.8	Communications Equipment Operators (432000)
15	5.7	0	0.0	14	5.3	0	0.0	4	1.5	Switchboard Operators, Incl. Ans. Service (432011)
35	14.3	4	1.6	20	8.2	25	10.2	0	0.0	Telephone Operators (432021)
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	Comm. Equipment Operators, All Other (432099)
968	6.9	49	0.3	573	4.1	88	0.6	362	2.6	Financial Clerks (433000)
80	10.7	4	0.5	35	4.7	10	1.3	4	0.5	Bill & Account Collectors (433011)
100	5.5	0	0.0	65	3.6	0	0.0	29	1.6	Billing & Posting Clerks & Machine Oper. (433021)
525	6.3	25	0.3	275	3.3	70	0.8	160	1.9	Bookkeeping, Accting, & Auditing Clerks (433031)
4	10.0	0	0.0	4	10.0	0	0.0	20	50.0	Gaming Cage Workers (433041)
75	6.8	0	0.0	65	5.9	0	0.0	4	0.4	Payroll & Timekeeping Clerks (433051)
4	1.7	0	0.0	14	5.8	0	0.0	0	0.0	Procurement Clerks (433061)
180	10.1	20	1.1	115	6.4	8	0.4	145	8.1	Tellers (433071)
1,914	8.9	344	1.6	1,152	5.4	173	0.8	369	1.7	Information & Record Clerks (434000)
10	18.2	0	0.0	4	7.3	0	0.0	0	0.0	Brokerage Clerks (434011)
25	11.9	4	1.9	0	0.0	0	0.0	0	0.0	Court, Municipal, & License Clerks (434031)
45	17.6	0	0.0	20	7.8	4	1.6	4	1.6	Credit Authorizers, Checkers, & Clerks (434041)
980	9.4	150	1.4	530	5.1	90	0.9	150	1.4	Customer Service Representatives (434051)
50	16.7	4	1.3	19	6.3	4	1.3	10	3.3	Eligibility Interviewers, Govt. Programs (434061)
95	7.3	15	1.2	80	6.2	10	0.8	19	1.5	File Clerks (434071)
45	17.3	4	1.5	30	11.5	0	0.0	4	1.5	Hotel, Motel, & Resort Desk Clerks (434081)
55	7.0	10	1.3	75	9.6	15	1.9	35	4.5	Interviewers, Except Eligibility & Loan (434111)
70	8.5	14	1.7	14	1.7	15	1.8	60	7.3	Library Assistants, Clerical (434121)
40	11.4	0	0.0	15	4.3	0	0.0	8	2.3	Loan Interviewers & Clerks (434131)
20	26.7	0	0.0	0	0.0	0	0.0	0	0.0	New Accounts Clerks (434141)
10	6.5	10	6.5	0	0.0	0	0.0	15	9.7	Human Res. Assists, Exc. Payroll Etc. (434161)
294	6.1	39	0.8	290	6.0	15	0.3	48	1.0	Receptionists & Information Clerks (434171)
105	15.9	29	4.4	30	4.5	0	0.0	8	1.2	Reserv. & Transp. Ticket Agts & Trav Clerks (434181)
15	4.5	0	0.0	10	3.0	0	0.0	8	2.4	Information & Record Clerks, All Other (434199)
55	7.7	65	9.2	35	4.9	20	2.8	0	0.0	Correspondence Clerks & Order Clerks (434XXX)
755	4.7	1,016	6.4	434	2.7	311	1.9	311	1.9	Material Recording, Scheduling, Etc. (435000)
20	21.1	4	4.2	0	0.0	0	0.0	0	0.0	Cargo & Freight Agents (435011)
15	1.4	114	10.9	4	0.4	25	2.4	10	1.0	Couriers & Messengers (435021)
50	4.7	25	2.3	10	0.9	0	0.0	25	2.3	Dispatchers (435030)
0	0.0	4	6.7	0	0.0	0	0.0	0	0.0	Meter Readers, Utilities (435041)
140	18.3	25	3.3	14	1.8	20	2.6	24	3.1	Postal Service Clerks (435051)
105	5.9	90	5.1	8	0.5	39	2.2	4	0.2	Postal Service Mail Carriers (435052)
90	11.8	10	1.3	64	8.4	15	2.0	59	7.7	Postal Service Mail Sorters, Processors, Etc. (435053)
55	3.4	35	2.1	39	2.4	14	0.9	40	2.4	Production, Planning, & Expediting Clerks (435061)
65	2.2	305	10.3	100	3.4	29	1.0	44	1.5	Shipping, Receiving, & Traffic Clerks (435071)
205	3.7	400	7.1	195	3.5	154	2.7	105	1.9	Stock Clerks & Order Fillers (435081)
10	4.8	4	1.9	0	0.0	15	7.1	0	0.0	Weighers, Measurers, Checkers, Etc. (435111)
1,535	8.2	40	0.2	895	4.8	34	0.2	314	1.7	Secretaries & Administrative Assistants (436000)
1,535	8.2	40	0.2	895	4.8	34	0.2	314	1.7	Secretaries & Administrative Assistants (436010)
2,155	10.4	381	1.8	1,259	6.1	228	1.1	570	2.8	Other Office & Admin. Support Workers (439000)



Connecticut Labor Force Data for Affirmative Action Plans

4th Quarter - 2019

*“All of us do not have equal talent, but all of us should have an equal opportunity to develop our talents.”
John F. Kennedy*



Characteristics of Job Seekers			State of Connecticut									
Occupation	SOC Code	Total Job Seekers	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female
Total - All Occupations	00	126,769	69,022	57,492	36,952	26,838	14,964	14,998	15,368	14,300	1,738	1,356
Management Occupations	11	8,004	4,191	3,797	3,122	2,531	448	603	490	568	131	95
Top Executives	11.10	601	400	201	308	144	41	26	41	27	10	4
Advertising, Marketing, Promotions, Public Rel. Occupations	11.20	1,435	832	600	690	479	52	55	69	54	21	12
Operations Specialties Managers	11.30	2,174	907	1,261	632	824	112	205	116	194	47	38
Other Management Occupations	11.90	3,791	2,051	1,733	1,492	1,082	242	317	264	293	53	41
Business & Financial Operations Occupations	13	3,373	1,640	1,727	1,093	1,107	273	333	188	201	86	86
Business Operations Specialists	13.10	1,616	825	787	510	517	172	156	117	82	26	32
Financial Specialists	13.20	1,754	814	938	582	588	101	177	71	119	60	54
Computer & Mathematical Occupations	15	2,428	1,773	650	1,188	422	244	102	209	63	132	63
Computer Specialists	15.10	2,339	1,737	597	1,162	388	239	95	206	57	130	57
Mathematical Scientists	15.20	89	36	53	26	34	5	7	3	6	2	6
Architecture & Engineering Occupations	17	2,500	2,100	396	1,360	204	282	59	348	112	110	21
Architects, Surveyors, & Cartographers	17.10	149	131	18	76	14	12	1	39	3	4	0
Engineers	17.20	965	863	101	602	59	108	16	91	17	62	9
Drafters, Engineering, & Mapping Technicians	17.30	1,384	1,104	277	681	131	162	42	217	92	44	12
Life, Physical, & Social Science Occupations	19	765	412	351	256	200	52	56	52	51	52	44
Life Scientists	19.10	141	82	59	57	38	2	4	12	3	11	14
Physical Scientists	19.20	128	83	45	48	21	7	5	6	6	22	13
Social Scientists & Related Workers	19.30	89	35	53	22	29	7	16	6	7	0	1
Life, Physical, & Social Science Technicians	19.40	406	211	194	129	112	35	31	28	35	19	16
Community & Social Services Occupations	21	1,835	516	1,314	173	483	237	545	99	271	7	15
Counselors, Social Workers, Other Cmnty./Soc. Svcs. Workers	21.10	1,781	490	1,286	164	472	226	537	93	263	7	14
Religious Workers	21.20	49	25	24	9	9	11	6	5	8	0	1
Legal Occupations	23	429	97	332	73	228	11	47	12	49	1	8
Lawyers, Judges, & Related Workers	23.10	130	58	72	47	46	5	13	6	11	0	2
Legal Support Workers	23.20	298	39	259	26	181	6	34	6	38	1	6
Education, Training, & Library Occupations	25	1,757	432	1,323	242	645	112	364	65	280	13	34
Postsecondary Teachers	25.10	225	87	138	36	68	26	32	21	31	4	7
Primary, Secondary & Special Education Teachers	25.20	326	68	258	40	147	18	65	7	42	3	4
Other Teachers & Instructors	25.30	477	128	349	95	199	23	89	8	46	2	15
Librarians, Curators, & Archivists	25.40	63	16	47	12	33	3	3	1	11	0	0
Other Education, Training, & Library Occupations	25.90	664	132	530	58	198	42	174	28	150	4	8

Characteristics of Job Seekers
Hartford County

Occupation	SOC Code	Total Job Seekers	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female
Sales & Related Occupations	41	1,484	612	869	369	349	117	210	102	291	24	19
Supervisors of Sales Workers	41.10	75	33	42	20	22	6	4	4	16	3	0
Retail Sales Workers	41.20	853	252	598	113	190	68	160	61	234	10	14
Sales Representatives, Services	41.30	303	175	128	129	80	23	21	16	24	7	3
Sales Representatives, Wholesale & Manufacturing	41.40	118	82	36	55	22	13	10	11	4	3	0
Other Sales & Related Workers	41.90	130	67	63	52	34	6	15	9	12	0	2
Office & Administrative Support Occupations	43	3,690	1,127	2,554	416	1,118	396	795	289	587	26	54
Supervisors of Office & Administrative Support Workers	43.10	49	7	42	3	17	2	15	1	10	1	0
Communications Equipment Operators	43.20	14	8	6	5	3	1	2	2	1	0	0
Financial Clerks	43.30	295	59	236	29	140	14	53	12	33	4	10
Information & Record Clerks	43.40	1,293	292	998	142	371	88	358	55	253	7	16
Material Recording, Scheduling, Dispatch/Distribution Workers	43.50	869	636	231	185	76	251	71	191	80	9	4
Secretaries & Administrative Assistants	43.60	484	18	464	9	253	4	105	5	98	0	8
Other Office & Administrative Support Workers	43.90	676	104	570	43	256	34	188	22	110	5	16
Farming, Fishing, & Forestry Occupations	45	93	76	17	14	5	13	1	47	11	2	0
Supervisors of Farming, Fishing, & Forestry Workers	45.10	1	0	1	0	1	0	0	0	0	0	0
Agricultural Workers	45.20	85	69	16	10	4	13	1	44	11	2	0
Forest, Conservation, & Logging Workers	45.40	7	7	0	4	0	0	0	3	0	0	0
Construction & Extraction Occupations	47	2,267	2,177	90	1,221	29	385	18	551	42	20	1
Supervisors of Construction & Extraction Workers	47.10	13	13	0	9	0	2	0	2	0	0	0
Construction Trades Workers	47.20	1,772	1,710	62	959	18	310	15	427	29	14	0
Helpers, Construction Trades	47.30	87	84	3	34	2	16	0	33	1	1	0
Other Construction & Related Workers	47.40	379	356	23	213	8	55	3	83	12	5	0
Extraction Workers	47.50	15	13	2	6	1	2	0	5	0	0	1
Installation, Maintenance, & Repair Occupations	49	804	754	47	381	16	152	10	209	21	12	0
Supervisors of Installation, Maintenance, & Repair Workers	49.10	10	10	0	10	0	0	0	0	0	0	0
Electrical & Electronic Equipment Mechanics, Installers	49.20	57	52	5	29	2	14	0	6	3	3	0
Vehicle & Mobile Equipment Mechanics, Installers, Repairers	49.30	210	201	6	93	4	37	2	69	0	2	0
Other Installation, Maintenance & Repair Occupations	49.90	526	490	36	249	10	101	8	133	18	7	0

DIGEST OF EDUCATION STATISTICS
 TABLE 314.40 - FALL 2017 EMPLOYEES IN DEGREE GRANTING POSTSECONDARY INSTITUTIONS
 (Fall 2017 - Table Prepared November 2018)

STAFF	TOTAL	TOTAL	TOTAL	WHITE	WHITE	BLACK	BLACK	HISPANIC	HISPANIC	AAIANHNPI	AAIANHNPI
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Management	249688	109053 43.7%	140635 56.3%	87,899 35.2%	107,344 43.0%	9,637 3.9%	16,878 6.8%	6,233 2.5%	9,631 3.9%	5,284 2.1%	6782 2.7%
Professional/ Faculty	1396399	699069 50.1%	697330 49.9%	550,559 39.4%	535,522 38.4%	42,302 3.0%	64,534 4.6%	37,917 2.7%	39,251 2.8%	68291 4.9%	58023 4.2%
Business & Financial	202961	54657 26.9%	148304 73.1%	40,493 20.0%	103,999 51.2%	5,254 2.6%	18,445 9.1%	4,927 2.4%	13,959 6.9%	3983 2.0%	11901 5.9%
Computers, Engineering & Science	211916	128301 60.5%	83615 39.5%	96,504 45.5%	57,272 27.0%	8,040 3.8%	6,893 3.3%	9,596 4.5%	6399 3.0%	14161 6.7%	13051 6.2%
Community, Social Service, Legal, Arts, Design, Entertainment, Sports & Media	173079	77140 44.6%	95939 55.4%	59,280 34.3%	70,640 40.8%	9,527 5.5%	11,624 6.7%	5,586 3.2%	8,996 5.2%	2747 1.6%	4679 2.7%
Healthcare Practitioners & Technicians	99996	28804 28.8%	71192 71.2%	19,574 19.6%	49,580 49.6%	2,596 2.6%	8,752 8.8%	2,268 2.3%	5,624 5.6%	4366 4.4%	7236 7.2%
Librarians, Curators, & Archivists	39468	11720 29.7%	27748 70.3%	9,640 24.4%	22,160 56.1%	714 1.8%	2,308 5.8%	772 2.0%	1,502 3.8%	594 1.5%	1778 4.5%
Student & Academic Affairs & Other Education	169919	54330 32.0%	115589 68.0%	38,522 22.7%	81,032 47.7%	6,901 4.1%	16,406 9.7%	5,728 3.4%	11,531 6.8%	3179 1.9%	6620 3.9%
Graduate Assistants	234574	112598 48.0%	121976 52.0%	82,866 35.3%	87,933 37.5%	6,138 2.6%	9,573 4.1%	9,538 4.1%	11,235 4.8%	14056 6.0%	13235 5.6%

SOURCE: U.S. Department of Education, National Center for Education Statistics,
 Integrated Postsecondary Education Data System (IPEDS)

Spring 2018, Human Resources component, Fall Staff section. (This table was prepared November 2018.)

DIGEST OF EDUCATION STATISTICS
 TABLE 315.20 - FULL TIME FACULTY IN DEGREE GRANTING POSTSECONDARY INSTITUTIONS
 Fall 2017 - Table prepared November 2018

RANK	GRAND	TOTAL	TOTAL	WHITE	WHITE	BLACK	BLACK	HISPANIC	HISPANIC	AAIANHNPI	AAIANHNPI
	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Professor	178468	119773 67.1	58695 32.9	97,303 54.5	48,321 27.1	4,125 2.3	2,806 1.6	4,104 2.3	2,414 1.4	14,241 8.0	5,154 2.9
Associate Professor	150188	81665 54.4	68523 45.6	62,389 41.5	52,589 35.0	4,300 2.9	4,851 3.2	3,902 2.6	3,339 2.2	11,074 7.4	7,744 5.2
Assistant Professor	157384	74033 47.0	83351 53.0	54,381 34.6	61,325 39.0	4,344 2.8	7,161 4.6	4,109 2.6	4,456 2.8	11,199 7.1	10,409 6.6
Instructor	92445	39927 43.2	52518 56.8	31,062 33.6	39,999 43.3	2,585 2.8	4,483 4.8	3,293 3.6	4,137 4.5	2,987 3.2	3,899 4.2
Lecturer	39319	17393 44.2	21926 55.8	14,288 36.3	17,475 44.4	838 2.1	1,143 2.9	1,153 2.9	1,540 3.9	1,114 2.8	1,768 4.5
Other Faculty	127084	63273 49.8	63811 50.2	47,491 37.4	46,937 36.9	3,231 2.5	5,560 4.4	3,129 2.5	3,523 2.8	9,422 7.4	7,791 6.1

SOURCE: U.S. Department of Education, National Center for Education Statistics,
 Integrated Postsecondary Education Data (IPEDS)
 Spring 2016 through Spring 2018, Human Resources Component, Fall Staff section
 (Table was Prepared November 2018).

Section 46a-68-85
Utilization Analysis &
Hiring and Promotion Goals

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

This section was in compliance in the last Affirmative Action Plan submission.

Subsection (a)

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

Subsection (b)

For each instance of underutilization identified in the Utilization Analysis, employment goals will be set to increase representation of protected class members in the CSCU's System Office workforce. The CSCU System Office shall set employment goals for job titles filled through original appointment or promotional appointment. The objective of such goals shall be to attain parity with the availability base for such protected class members.

Subsection (c)

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

HIRING GOALS

Executive/Administrative/Managerial

3WF, 1HM, 1HF

Professional

2WF, 3HM, 2HF, 2OM

Secretarial Clerical

1WM, 1BM, 1HF

Technical Paraprofessional

1BF

PROMOTION GOALS AND TIMETABLES

Executive/Administrative/Managerial

No promotional goals were established

Professional

No promotional goals were established

Secretarial Clerical

No promotional goals were established

Technical Paraprofessional

No promotional goals were established

Connecticut State Colleges and Universities (CSCU)

UTILIZATION ANALYSIS

AGENCY: Connecticut State Colleges & Universities (CSCU)
 CATEGORY OR CLASS: EEO1 - Executive Administrative
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 2/29/2020
 LABOR MARKET AREA: Statewide/National

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	64.7%	35.3%	58.8%	23.5%	5.9%	11.8%	0.0%	0.0%	0.0%	0.0%	A
FINAL AVAILABILITY BASE %	100.1	51.2	48.9	43.2	38.0	3.5	5.6	2.5	3.4	2.0	2.1	B
WORKFORCE NUMBERS	17	11	6	10	4	1	2	0	0	0	0	C
WORKFORCE PARITY NUMBERS		8.7	8.3	7.3	6.5	0.6	1.0	0.4	0.6	0.3	0.4	D
NET UTILIZATION (+/-)		2.3	-2.3	2.7	-2.5	0.4	1.0	-0.4	-0.6	-0.3	-0.4	E
PREVIOUS UTILIZATION***		-0.6	0.6	0.1	-0.4	-0.3	1.5	-0.2	-0.3	-0.2	-0.2	F
*** Enter line E from previous filing												
HIRING GOALS	PREVIOUS PLAN GOALS	2	1	1	0	1	1	0	0	0	0	G
	CURRENT PLAN HIRES	10	8	2	7	2	1	0	0	0	0	H
	CURRENT PLAN GOALS	5	1	4	0	3	0	0	1	1	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	L
UPWARD/CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	O
NOTE:	*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER											

Connecticut State Colleges and Universities (CSCU)

UTILIZATION ANALYSIS

AGENCY: CSCU System Office
 CATEGORY OR CLASS: EEO3 - Professional Non-Faculty
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 2/29/2020
 LABOR MARKET AREA: Statewide/National

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*			
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
WORKFORCE %	100.0%	53.7%	46.3%	46.3%	34.3%	5.6%	4.6%	0.9%	1.9%	0.9%	5.6%	A	
FINAL AVAILABILITY BASE %	100.0	52.2	47.8	42.8	36.1	3.3	5.0	3.2	3.7	2.8	3.0	B	
WORKFORCE NUMBERS	108	58	50	50	37	6	5	1	2	1	6	C	
WORKFORCE PARITY NUMBERS		56.4	51.6	46.2	39.0	3.6	5.4	3.5	4.0	3.0	3.2	D	
NET UTILIZATION (+/-)		1.6	-1.6	3.8	-2.0	2.4	-0.4	-2.5	-2.0	-2.0	2.8	E	
PREVIOUS UTILIZATION***		3.0	-3.0	4.1	-5.5	2.4	0.5	-1.5	-0.8	-2.1	2.9	F	
*** Enter line E from previous filing													
HIRING GOALS	PREVIOUS PLAN GOALS	11	4	7	0	6	0	0	2	1	2	0	G
	CURRENT PLAN HIRES	20	9	11	7	10	2	0	0	1	0	0	H
	CURRENT PLAN GOALS	9	5	4	0	2	0	0	3	2	2	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	2	1	1	1	1	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	O
NOTE:													

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

Connecticut State Colleges and Universities (CSCU)

UTILIZATION ANALYSIS

AGENCY: Connecticut State Colleges and Universities
 CATEGORY OR CLASS: EEO4 - Secretarial Clerical
 POSITION CLASSIFICATION (25+): All titles

REPORTING DATE: 2/29/2020
 LABOR MARKET AREA: Hartford

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	A
FINAL AVAILABILITY BASE %	100.1	11.8	88.3	7.5	59.2	2.2	16.2	1.7	11.1	0.6	1.9	B
WORKFORCE NUMBERS	8	0	8	0	5	0	3	0	0	0	0	C
WORKFORCE PARITY NUMBERS		0.9	7.1	0.6	4.7	0.2	1.3	0.1	0.9	0.0	0.2	D
NET UTILIZATION (+/-)		-0.9	0.9	-0.6	0.3	-0.2	1.7	-0.1	-0.9	0.0	-0.2	E
PREVIOUS UTILIZATION***		-0.5	0.5	-1.7	-0.3	0.6	1.4	0.8	-0.3	-0.2	-0.2	F
*** Enter line E from previous filing												
HIRING GOALS	PREVIOUS PLAN GOALS	3	1	2	1	0	0	0	1	0	1	G
	CURRENT PLAN HIRES	0	0	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	3	2	1	1	0	1	0	1	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	L
UPWARD/CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	O
NOTE:												

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

Connecticut State Colleges and Universities (CSCU)

UTILIZATION ANALYSIS

AGENCY: Connecticut State Colleges & Universities
 CATEGORY OR CLASS: EE05 - Technical Paraprofessional
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 2/29/2020
 LABOR MARKET AREA: Hartford

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	25.0%	75.0%	25.0%	50.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	A
FINAL AVAILABILITY BASE %	100.0	32.5	67.5	25.2	42.4	2.6	14.2	2.4	9.1	2.5	2.1	B
WORKFORCE NUMBERS	4	1	3	1	2	0	0	0	1	0	0	C
WORKFORCE PARITY NUMBERS		1.3	2.7	1.0	1.7	0.1	0.6	0.1	0.4	0.1	0.1	D
NET UTILIZATION (+/-)		-0.3	0.3	0.0	0.3	-0.1	-0.6	-0.1	0.6	-0.1	-0.1	E
PREVIOUS UTILIZATION***		-0.7	0.7	-0.5	0.1	-0.1	-0.3	0.0	0.8	-0.1	0.0	F
*** Enter line E from previous filing												
HIRING GOALS	PREVIOUS PLAN GOALS	2	1	1	1	0	0	1	0	0	0	G
	CURRENT PLAN HIRES	5	3	2	2	2	0	0	0	1	0	H
	CURRENT PLAN GOALS	1	0	1	0	0	0	1	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	L
UPWARD/CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	O
NOTE: *AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER												

Section 46a-68-86
Employment Analyses

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
EMPLOYMENT ANALYSES
SECTION 46a-68-86**

This section was in Compliance in the last Affirmative Action Plan. Per the Commission's recommendation, the CSCU has submitted personnel evaluations for each year evaluated.

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

- 1.) The CSCU System Office conducted a separate analysis for any occupational category or position classification for which a separate availability base has been calculated and employment activity has occurred during the reporting period through hire, termination or other personnel activity.
- 2.) Appointments to job titles are also analyzed. The Applicant Flow Analysis tracks applicants through the hiring or promotional process to identify the step at which they were no longer candidates for employment. Please note that at the CSCU System Office many applicants maintain their race and sex confidential and for this reason many candidates on the Applicant Flow chart are recorded as either unknown male, unknown female and unknown unknown (if the sex is not provided). On the charts, the Total Male Column is adding the unknown males and the Total Female Column is adding the unknown females. The Grand Total Column is adding the additional unknown race and sex applicants since they cannot be added directly to the Total Male or Total Female Columns because it was not known if they were male or female but needed to be included into the Grand Total to show all applicants. Information is also provided for all reductions in the workforce on the Employment Process Analysis form.
- 3.) The CSCU System Office provides information by occupational category on all matters involving personnel evaluations, discipline or other reductions in workforce.

Evaluations of Executive/Administrative/Managerial Faculty and Professional employees are scheduled in accordance with evaluation procedures for management staff and for bargaining unit members through the collective bargaining agreement.

Classified staff members are to be evaluated annually.

The attached charts reflect evaluations performed during this reporting period.

Connecticut State Colleges and Universities (CSCU)

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: EEO 1 - Executive Administrative

DATE:

2/29/2020

POSITION OR POSITION CLASSIFICATION: All Titles

LABOR MARKET AREA: Statewide/National

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	17	11	6	10	4	1	2	0	0	0	0
Workforce Number Prior Filing	9	4	5	4	3	0	2	0	0	0	0
Net Change(+or-)	8	7	1	6	1	1	0	0	0	0	0
HIRES (incl. Pt to Ft)	10	8	2	7	2	1	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	10	8	2	7	2	1	0	0	0	0	0
TERMINATION	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	2	1	1	1	1	0	0	0	0	0	0
VOLUNTARY DEMOTION	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	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	0	0	0
TOTAL REDUCTIONS	2	1	1	1	1	0	0	0	0	0	0
PROMOS WITHIN	0	0	0								

NOTES:

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

Connecticut State Colleges and Universities (CSCU)

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: EEO 3 - Professional Non-Faculty

DATE:

2/29/2020

POSITION OR POSITION CLASSIFICATION: **All Titles**

LABOR MARKET AREA: **Statewide/National**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	108	58	50	50	37	6	5	1	2	1	6
Workforce Number Prior Filing	109	60	49	51	34	6	6	2	3	1	6
Net Change(+or-)	-1	-2	1	-1	3	0	-1	-1	-1	0	0
HIRES (incl. Pt to Ft)	20	9	11	7	10	2	0	0	1	0	0
PROMO INTO CATEGORY / CLASS	2	1	1	1	1	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	22	10	12	8	11	2	0	0	1	0	0
TERMINATION	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	15	6	9	5	6	0	1	1	2	0	0
RETIREMENTS	8	6	2	4	2	2	0	0	0	0	0
VOLUNTARY DEMOTION	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	23	12	11	9	8	2	1	1	2	0	0
PROMOS WITHIN	0	0	0								

NOTES: *AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

Connecticut State Colleges and Universities (CSCU)

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: **EEO4 - Secretarial Clerical**

DATE: **2/29/2020**

POSITION OR POSITION CLASSIFICATION: **All Titles**

LABOR MARKET AREA: **Hartford**

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	8	0	8	0	5	0	3	0	0	0	0
Workforce Number Prior Filing	10	0	10	0	6	0	4	0	0	0	0
Net Change(+or-)	-2	0	-2	0	-1	0	-1	0	0	0	0
HIRES (incl. Pt to Ft)	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0
TERMINATION	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0
LAYOFF	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	2	0	2	0	1	0	1	0	0	0	0
VOLUNTARY DEMOTION	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	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	0	0	0
TOTAL REDUCTIONS	2	0	2	0	1	0	1	0	0	0	0
PROMOS WITHIN	0	0	0								

NOTES: *AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

Connecticut State Colleges and Universities (CSCU)

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: EEO 5 - Technical Paraprofessional

DATE: 2/29/2020

POSITION OR POSITION CLASSIFICATION: All Titles

LABOR MARKET AREA: Hartford

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	4	1	3	1	2	0	0	0	1	0	0
Workforce Number Prior Filing	2	0	2	0	1	0	0	0	1	0	0
Net Change(+or-)	2	1	1	1	1	0	0	0	0	0	0
HIRES (incl. Pt to Ft)	5	3	2	2	2	0	0	0	0	1	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	5	3	2	2	2	0	0	0	0	1	0
TERMINATION	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT OF CATEGORY	2	1	1	1	1	0	0	0	0	0	0
RESIGNATIONS	1	1	0	0	0	0	0	0	0	1	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0
VOLUNTARY DEMOTION	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Coding Corrections	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	0	0	0
TOTAL REDUCTIONS	3	2	1	1	1	0	0	0	0	1	0
PROMOS WITHIN	0	0	0								

NOTES: *AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

Connecticut State Colleges and Universities (CSCU)

APPLICANT FLOW ANALYSIS - HIRES

OCCUPATIONAL CATEGORY:

EEO 1 Executive Administrative

DATE:

February 29, 2020

POSITION OR POSITION CLASSIFICATION:

All Titles

LOCATION:

Statewide/National

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO or MORE		UNKOWN			
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	UNK	
Intra-agency	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	146	96	50	54	28	19	14	4	3	4	2	0	0	15	3	0	F
TOTAL APPLICANTS	147	97	50	55	28	19	14	4	3	4	2	0	0	15	3	0	G
TOTAL REJECTED APPLICANTS	104	70	34	33	18	14	9	4	3	4	1	0	0	15	3	0	H
TOTAL QUALIFIED APPLICANTS	43	27	16	22	10	5	5	0	0	0	1	0	0	0	0	0	I
TOTAL INTERVIEWED	38	24	14	20	9	4	4	0	0	0	1	0	0	0	0	0	O
Not offered Position	28	16	12	13	7	3	4	0	0	0	1	0	0	0	0	0	P
Offered Position	10	8	2	7	2	1	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	10	8	2	7	2	1	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

Key: M=Male, F=Female, UNK = Unknown, *AAIANHNPI = Asian, American Indian, Alaska Native, Hawaiian Native, Pacific Islander

Connecticut State Colleges and Universities (CSCU)

APPLICANT FLOW ANALYSIS - PROMOTIONS

OCCUPATIONAL CATEGORY:

EEO 1 Executive Administrative

DATE:

February 29, 2020

POSITION OR POSITION CLASSIFICATION:

All Titles

LOCATION:

Statewide/National

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		UNKOWN			
		M	F	M	F	M	F	M	F	M	F	M	F	UNK	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand
 Key: M=Male, F=Female, UNK = Unknown, *AAIANHNPI = Asian, American Indian, Alaska Native, Hawaiian Native, Pacific Islander

**Connecticut State Colleges and Universities (CSCU)
APPLICANT FLOW ANALYSIS - HIRES**

OCCUPATIONAL CATEGORY:

EEO 3 Professional Non-Faculty

DATE: February 29, 2020

POSITION OR POSITION CLASSIFICATION:

All Titles

LOCATION:

Statewide/National

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		UNKOWN			
		M	F	M	F	M	F	M	F	M	F	M	F	UNK	
Intra-agency	2	1	1	1	1	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	151	64	87	40	50	9	14	2	6	2	0	11	17	0	F
TOTAL APPLICANTS	153	65	88	41	51	9	14	2	6	2	0	11	17	0	G
TOTAL REJECTED APPLICANTS	87	35	52	18	22	3	12	2	4	2	0	10	14	0	H
TOTAL QUALIFIED APPLICANTS	66	30	36	23	29	6	2	0	2	0	0	1	3	0	I
TOTAL INTERVIEWED	61	29	32	23	27	5	2	0	1	0	0	1	2	0	O
Not offered Position	41	20	21	16	17	3	2	0	0	0	0	1	2	0	P
Offered Position	20	9	11	7	10	2	0	0	1	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS	20	9	11	7	10	2	0	0	1	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

Key: M=Male, F=Female, UNK = Unknown, *AAIANHNPI = Asian, American Indian, Alaska Native, Hawaiian Native, Pacific Islander

**Connecticut State Colleges and Universities (CSCU)
APPLICANT FLOW ANALYSIS - PROMOTIONS**

OCCUPATIONAL CATEGORY:

EEO 2 Professional

DATE: **February 29, 2020**

POSITION OR POSITION CLASSIFICATION:

All Titles

LOCATION:

Statewide/National

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		UNKOWN			
		M	F	M	F	M	F	M	F	M	F	M	F	UNK	
Intra-agency	2	1	1	1	1	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	2	1	1	1	1	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	2	1	1	1	1	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	2	1	1	1	1	0	0	0	0	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

Key: M=Male, F=Female, UNK = Unknown, *AAIANHNPI = Asian, American Indian, Alaska Native, Hawaiian Native, Pacific Islander

**Connecticut State Colleges and Universities (CSCU)
 APPLICANT FLOW ANALYSIS - NO ACTIVITY (HIRES OR PROMOTIONS)**

OCCUPATIONAL CATEGORY:

EEO 4 Secretarial Clerical

DATE:

February 29, 2020

POSITION OR POSITION CLASSIFICATION:

All Titles

LOCATION:

Hartford

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		UNKOWN			
		M	F	M	F	M	F	M	F	M	F	M	F	UNK	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**Connecticut State Colleges and Universities (CSCU)
APPLICANT FLOW ANALYSIS - HIRES**

OCCUPATIONAL CATEGORY: EEO4 Technical Paraprofessional
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Harford

DATE: February 20, 2020

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		UNKOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNK	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	38	14	22	7	9	3	3	0	3	1	1	3	6	2	F
TOTAL APPLICANTS	38	14	22	7	9	3	3	0	3	1	1	3	6	2	G
TOTAL REJECTED APPLICANTS	24	7	16	3	6	2	3	0	2	0	1	2	4	1	H
TOTAL QUALIFIED APPLICANTS	14	7	6	4	3	1	0	0	1	1	0	1	2	1	I
TOTAL INTERVIEWED	14	7	6	4	3	1	0	0	1	1	0	1	2	1	O
Not offered Position	9	4	4	2	1	1	0	0	1	0	0	1	2	1	P
Offered Position	5	3	2	2	2	0	0	0	0	1	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS	5	3	2	2	2	0	0	0	0	1	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**Connecticut State Colleges and Universities (CSCU)
 APPLICANT FLOW ANALYSIS - PROMOTIONS**

OCCUPATIONAL CATEGORY:

EEO 5 - Technical

DATE: February 29, 2020

POSITION OR POSITION CLASSIFICATION:

All Titles

LOCATION:

Hartford

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		UNKOWN			
		M	F	M	F	M	F	M	F	M	F	M	F	UNK	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown Applicant Calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

Section 46a-68-87
Identification of Problem Areas

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-87
IDENTIFICATION OF PROBLEM AREAS**

This section was in compliance in the previous Affirmative Action Plan submission.

Subsection (a)

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

Where applicable, the CSCU System Office shall address the following aspects of employment.

- 1.) Employment Applications: The Connecticut State Colleges and Universities (CSCU) uses an employment application to gather more demographic information on applicants that apply for positions. A cover letter, CSCU application, resume and list of professional references is requested when candidates apply. The CSCU application was used throughout the reporting period and has been helping track the applicant demographic data required for the development of the Affirmative Action Plan. Candidates for classified positions in the Secretarial Clerical and Technical Paraprofessional occupational categories and some professional positions can be considered only when the applicant has applied through JobApps. Recruitment in these categories must clear the State SEBAC list because the employees on the list have reemployment rights to the positions. No problem area has been identified.
- 2.) Job Qualifications: Position announcements used by the CSCU System Office indicate the minimum education and experience required. Some job announcements will include special experience and training requirements on the postings. The job qualifications required in each position occasionally present a problem; this occurs most frequently with unclassified positions where the minimum qualifications are contained in the collective bargaining agreements. New job specifications and job qualifications are reviewed with the Vice President of Human Resources to assure that consistency is utilized for all occupational categories and throughout the Connecticut State Colleges and Universities (CSCU). The SUOAF union positions are announced throughout the CSCU System and are encouraged to apply for positions they are qualified for.

The Agency is considered the Connecticut State Colleges and Universities (CSCU) and job qualifications and job specifications are also reviewed at this level by the System Office when new classifications are developed and the Community Colleges and Universities are able to have more options when developing positions. No problem area has been identified.

- 3.) Recruitment Practices: The CSCU System Office advertises in a variety of publications and websites (including: Advancing Global Higher Education (AACRAO), Advancing Security Worldwide ASIS, African American Affairs Commission, American Institute of Architects, Association for Institutional Research, The Association of Public and Land Grant Universities, Chronicle of Higher Ed, College Planning & Management, College and University Professional Associate for Human Resources (CUPA-HR), , Connecticut Association of Professional Financial Aid Administrators (CAPFAA), CT.Jobs, Association of Latinos in Higher Ed, Connecticut Puerto Rican Forum, Inc.(CALAHE CT), Information Systems Audit and Control Association (CT ISACA), Diverse: Issues in Higher Education, Gustin Advertising, Higheredjobs.com, Hispanic Outlook in Higher Education Magazine, Historical Black College and Universities, The International Association of Campus Law Enforcement Administrators(IACLEA), International Public Management Association for HR (IPMA-HR), Leadership Greater Hartford, LinkedIn, Greater Hartford Chapter of the NAACP, New England Association for College Admission Counseling (NEACAC (local chapter), National Association of College and University Attorneys (NACUA), National Council on Black American Affairs, System Professional and Council, Zip Recruiter, University of Connecticut, Trinity College, University of Hartford. All recruitment went through the Department of Labor, the CT State Colleges and Universities and the Connecticut Association of Diversity and Equity Professionals (CADEP) listserv.

The Director of Diversity and Inclusion and Human Resources staff worked directly with each search committee to attract more diversity and to have better documentation about the selection and non-selection of candidates throughout the search process. Recruitment plans were developed for the position that was being recruited for to specifically target expertise in the field and add diversity to the workforce. They also worked directly with hiring managers to develop job announcements that include minimum requirements of the position classification and to address department needs and budgetary concerns. After the job announcement is developed it is used in any type of advertisement. Copies of the job announcements that were used for recruitment during the reporting period are included in this section and the Goals Analysis Section of the Affirmative Action Plan.

No problem area has been identified with recruitment practices.

- 4.) Personnel Policies: The Director of Diversity and Inclusion, Vice President of Human Resources and Counsel reviewed the personnel policies in effect during the reporting period.

Human Resources Policies for Management and Confidential employees are available on the CSCU website. The new policies and procedures have no impediments to the full and fair participation of protected race/sex group members and others in the employment process. New policies are still being developed and presented to the Board on a regular basis. No problem area has been identified.

- 5.) Orientation: The procedures for orientation of new employees are uniform. Orientation is conducted for every new employee to the CSCU's System Office Human Resources Office staff. The Connecticut State Colleges and Universities (CSCU) Affirmative Action/Equal

Employment Opportunity Policy and Discrimination Complaint Procedure are provided to the new employees during the Orientation session. They are also provided with information about the CSCU Website and where they can access other policies and collective bargaining information that they would need during their employment. The new employees are also provided with information like training and educational opportunities, Ethics Policy, CORE-CT payroll information and on-line mandatory training requirements for all Connecticut State Colleges and Universities (CSCU)'s employees. They also receive information on State benefits and the required paperwork for payroll, emergency contact information, taxes and retirement. No problem area has been identified.

- 6.) Training: The Connecticut State Colleges and Universities (CSCU) encourages employees to participate in training programs that will advance their career/professional development and/or enhance the performance of their duties and responsibilities. The Connecticut State Colleges and Universities (CSCU) supports employees' attendance at conferences, workshops and seminars and other professional development training activities and provides a generous tuition reimbursement program when the budget is fully funded.

Diversity training was developed by the Chief Diversity Officers from Manchester Community College, Western Connecticut State University and the Director of Diversity and Inclusion from the CSCU System Office. They facilitated an extensive training program for all community college and other agency employees incorporating Diversity, Sexual harassment, ADA, Title IX and microaggression training. All Community Colleges and System Office new employees were invited and eighty-four (84) employees were in attendance. For the System Office, in 2018, the breakdown for attendees was 1WM and 1BM. The breakdown of attendees in 2019 was as follows: 4 WM and 8WF. The plan is to continue this statewide training program annually.

- 7.) Counseling: The Human Resources staff and the Director of Diversity and Inclusion provides upward mobility counseling to any employee that inquires about opportunities at the Connecticut State Colleges and Universities (CSCU) or throughout State service. More information about Career Counseling is detailed in the Career Mobility Section.

The CSCU System Office also maintains a contract with Solutions, Inc. to provide the Employee Assistance Program (EAP) to any employee that needs this type of counseling assistance. No problem area has been identified.

- 8.) Discrimination Complaint Process: The Director of Diversity and Inclusion has reviewed the Connecticut State Colleges and Universities (CSCU)'s Discrimination Complaint Procedure and found that it is in compliance with C.G.S. 46a-68-89. The Connecticut State Colleges and Universities (CSCU) has a Discrimination Complaint Procedure and Policy that assists anyone filing a discrimination complaint or grievance. More information on the Discrimination Complaint Process and the complaints filed are included in Section 46a-68-89. No problem area has been identified.

- 9.) Evaluation: The Employment Analyses Section of this Affirmative Action Plan provides a comprehensive Personnel Evaluation Analysis issued by the Connecticut State Colleges and Universities (CSCU). Performance evaluations were not conducted for all collective bargaining employees during the reporting period. Evaluation forms and process conform

to the requirements of the various collective bargaining agreements. Unclassified employees are also evaluated every year and goals are established for the upcoming evaluation year. There are no problems in any category that would impact negatively on any protected group members.

10.) Layoffs: No layoffs occurred during the reporting period and this was not a problem area. There is no problem area in this area during the reporting period.

11.) Termination: All terminations are reviewed and monitored by the Human Resources staff. All employees leaving the CSCU System Office receive an Exit Interview with HR staff. The terminations that occurred during the reporting period were voluntary resignations or retirements. Some of the employees were promoted to other colleges or universities within the CSCU. Some of the reductions in each occupational category were for promotional opportunities and remain active employees. No employees left the System Office due to any type of discriminatory practices. No problem area identified in this area.

Subsection (b)

The Connecticut State Colleges and Universities (CSCU) has examined each occupational category or job tile in Subsection (a) of this section. The Affirmative Action Plan lists all non-quantifiable elements of the employment process that have been identified as a problem area.

Subsection (c)

The CSCU System Office has examined all aspects of the employment process itemized in Subsection (a) of this section.

All aspects of the employment process are continually reviewed to ensure that there is full and fair employment of physically disabled persons and older persons. The Connecticut State Colleges and Universities (CSCU) has renovated all facilities to generally accommodate persons who are differently-abled and/or physically challenged. Whenever such a problem is identified, corrective action is taken. Both the Connecticut State Colleges and Universities (CSCU) and any present or potentially physically challenged employees benefit from this constant attentiveness to the accessibility of the workplace. Lastly, the CSCU System Office's work force in all categories demonstrates that age is no barrier to successful employment; there are no positions for which age is a factor, and age is not considered in the employment process.



CSCU

CONNECTICUT STATE COLLEGES & UNIVERSITIES

Search # _____

Name: _____

Last, First, Middle

EMPLOYMENT APPLICATION

The Connecticut State Colleges and Universities System (CSCU) is an affirmative action/equal opportunity employer; women, protected group members, and persons with disabilities and veterans are strongly encouraged to apply. It is the policy of CSCU that applicants for employment shall not be discriminated against on the basis race, color, religious creed, sex, age, national origin, ancestry, marital status, sexual orientation, gender identity or expression, disability (including, but not limited to, intellectual disability, past or present history of mental disability, physical disability, or learning disability), genetic information, retaliation, veteran status or any other basis prohibited by Connecticut state and/or federal nondiscrimination laws. CSCU does not unlawfully discriminate in employment and licensing against qualified persons with a prior criminal conviction.

INSTRUCTIONS TO APPLICANTS: Please complete the application in its entirety, including personal information, educational background, employment, salary history, references and certification.

PLEASE TYPE

NAME _____
Last First Middle

ADDRESS _____
Street City State Zip Code

TELEPHONE () _____ () _____ EMAIL ADDRESS _____
Home Cell

POSITION FOR WHICH YOU ARE APPLYING _____
 Full-time Part-time Either

EDUCATIONAL BACKGROUND

It is the policy of the CSCU to recognize only those degrees granted by regionally accredited institutions of learning. If the institution of higher learning is located outside the United States, you are responsible for providing documentation from a recognized USA accrediting service which specializes in determining foreign education equivalencies. The responsibility for and costs associated with obtaining equivalency information rests with the applicant.

Dates (From-To)	Institution	Location (City, State)	Degree Awarded (e.g. BA, MBA)	Major/Area of Concentration

Please list any license or professional designation (e.g. P.E., C.P.A.) _____

EMPLOYMENT HISTORY

(List in reverse chronological order beginning with your current/last position)

Dates (From - To)	Organization & Location	Position	Reason for Leaving

**CONNECTICUT STATE COLLEGES &
 UNIVERSITIES**

EMPLOYMENT HISTORY (continued) (List in reverse chronological order beginning with your current/last position)			
Dates (From – To)	Organization & Location	Position	Reason for Leaving

SUPERVISORY REFERENCES			
Please list three persons who are not related to you and who have knowledge of your qualifications and fitness for the position for which you are applying. Include your immediate supervisor at your present and prior places of employment. It is the policy of CSCU to contact references for candidates who are finalists.			
Name	Title / Occupation	Address/Email Address	Telephone

Applications must be emailed or postmarked no later than the posted closing date. All required documents must be submitted to be considered for position.

CERTIFICATION and SIGNATURE of APPLICANT	
<p>I hereby certify that the information provided on both sides of this application and all information provided throughout the pre-employment process is accurate, complete and true. I understand that failure to provide information which is accurate, complete and true may result in disqualification from further employment consideration or, if employed, may result in my dismissal. I agree to have official transcripts of all of my undergraduate and graduate studies submitted when requested by the employer and hereby authorize the CSCU and its agents to contact references and former employers relative to my application for employment. Finally, I understand that employment, if offered, is contingent upon proof of citizenship or employability under the requirements of the Immigration Reform Control Act (IRCA).</p>	
Applicant Signature _____	Date _____

CONNECTICUT STATE COLLEGES &
UNIVERSITIES

EMPLOYMENT APPLICATION – VOLUNTARY SUPPLEMENT

In order to meet State and Federal reporting requirements, we are requesting that you voluntarily supply the following information. This data will not be considered in the evaluation of application.

A. GENDER: _____ **Female** _____ **Male**

B. RACE/ETHNIC DATA:

1. _____ **AMERICAN INDIAN OR ALASKAN NATIVE:** Persons having origins in any of the origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
2. _____ **ASIAN/PACIFIC ISLANDER:** Persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent or the Pacific Islands. This area includes, for example: China, Japan, Korea, the Philippine Islands, and Samoa.
3. _____ **BLACK/AFRICAN-AMERICAN (NOT OF HISPANIC ORIGIN):** Persons having origins in any of the black racial groups of Africa.
4. _____ **HISPANIC:** Persons of Mexican, Puerto Rican, Central or South American or other Spanish culture or origin, regardless of race.
5. _____ **WHITE (NOT OF HISPANIC ORIGIN):** Persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

C. PRIMARY SOURCE OF JOB INFORMATION:

Where did you learn about the job/position? Check and complete below.

1. _____ Connecticut State Colleges & Universities (CSCU) Website
2. _____ Department of Administrative Services (DAS) Website
3. _____ Other Website _____
4. _____ Newspaper, Professional Journal, Radio or TV Advertisement
Please give the name of the publication/station, etc.: _____
5. _____ Paper Posting
6. _____ Direct e-mail or paper mailing
7. _____ Career Fair: Event/location: _____
8. _____ Other. Please Specify: _____

CSCU is committed to a policy of equal opportunity/affirmative action for all qualified persons. CSCU does not discriminate in any employment practice, education program, or educational activity on the basis of race, color, religious creed, sex, age, national origin, ancestry, marital status, sexual orientation, gender identity or expression, disability (including, but not limited to, intellectual disability, past or present history of mental disability, physical disability, or learning disability), genetic information, retaliation, veteran status or any other basis prohibited by Connecticut state and/or federal nondiscrimination laws. CSCU does not unlawfully discriminate in employment and licensing against qualified persons with a prior criminal conviction.

Inquiries regarding the CSCU's nondiscrimination policies should be directed Leah Glende, Manager of Diversity and Inclusion, State of Connecticut, CSCU, 61 Woodland Street, Hartford, CT 06105, (860) 723-0727 or glendel@ct.edu.

AN AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER

Section 46a-68-88
Program Goals

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-88
PROGRAM GOALS**

This section was in compliance in the previous Affirmative Action Plan submission.

Subsection (a)

Connecticut State Colleges and Universities (CSCU) identified any employment policy or practice having an adverse impact upon protected race and sex group members, individuals with disabilities or older persons and shall establish programmatic goals and implement them under Section 46a-68-87 of the Connecticut State Affirmative Action Regulations.

Subsection (b)

Connecticut State Colleges and Universities (CSCU) established meaningful, measurable and reasonably attainable program goals consistent with Section 46a-68-92 of the Connecticut State Affirmative Action Regulations to ensure:

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

Subsection (c)

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

Subsection (d)

Connecticut State Colleges and Universities (CSCU) may elect to set program goals or the Commission on Human Rights and Opportunities (CHRO) may require that program goals be set for any employment policy or practice having adverse impact on a race and sex group or for any protected group not covered by this section whether or not that policy or practice was identified as having adverse impact pursuant to Section 46a-68-87 of the Connecticut State Affirmative Action Regulations.

Connecticut State Colleges and Universities (CSCU) identified no employment policy or practice that affected any underrepresented or protected group including disabled persons and/or older persons. CSCU System Office will take immediate corrective action to remedy the situation should such identification occur in the future.

PROGRAM GOALS:

1. A program goal is established to develop statewide procedures in order to advance recruitment in a consistent manner for the CSCU System Office and throughout all of the community colleges.

Responsible: Director of Diversity & Inclusion

Director of Recruitment and Talent Acquisition

Completion Date: February 28, 2022

Section 46a-68-89
Discrimination Complaint Process

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-89
DISCRIMINATION COMPLAINT PROCESS**

This section was in compliance in the last Affirmative Action Plan submission.

Subsection (a)

The Connecticut State Colleges and Universities (CSCU) has a system in place to process and resolve employee allegations of discrimination consistent with Chapter 67 and 68 of the Connecticut General Statutes. CSCU's system provides expeditious resolution of grievances to assure that legal options for filing complaints are not foreclosed.

The discrimination complaint procedure includes:

- 1.) Periodic training in counseling and grievance investigations for the CSCU's counselors;
- 2.) Confidential counseling and procedures for informal resolution at the agency level by the Director of Diversity and Inclusion;
- 3.) Notice to all employees that the Discrimination Complaint Process is available;
- 4.) A guarantee of no retaliation for exercising rights granted pursuant to the Connecticut General Statutes;
- 5.) Advisement of legal options to file complaints with the Commission on Human Rights and Opportunities (CHRO), United State Equal Employment Opportunity Commission (EEOC), United States Department of Education Office of Civil Rights (OCR), United States Department of Labor (DOL), Wage and Hour Division, and any other agencies, state, federal or local, that enforces laws concerning discrimination in employment or public service and accommodation.
- 6.) Time frames not exceeding ninety (90) days for filing, processing and resolution of such matters.

Subsection (b)

All records of internal discrimination complaints and dispositions thereof are maintained and reviewed on a regular basis by the Director of Diversity and Inclusion to detect any patterns in the nature of the grievances. Records so retained shall be confidential except where disclosure is required by law.

Subsection (c)

The Affirmative Action Plan contains a summary of the matters alleged, the results thereof and the length of time required to resolve the grievance/complaint. The Plan provides information on the number of complaints, the investigating agency, whether such matter is currently pending or the outcome thereof.

All records relevant to the complaints or employee grievances filed under this section shall be maintained by the Connecticut State Colleges and Universities (CSCU) for examination by the Commission on Human Rights and Opportunity (CHRO).

Employees are invited to discuss any concerns regarding discrimination with the Director of Diversity and Inclusion, this role serves as the AAO/EEO as well as the Title IX, and Section 504/ADA Compliance Coordinator. Employees are also informed of their rights under the law and that non-retaliation for the exercise of rights granted is not tolerated at CSCU System Office and within all of the Connecticut State Colleges and Universities.

The Equal Employment Opportunity Officer/Director of Diversity and Inclusion, appointees and staff have participated in a mandated grievance training session in pursuant of Public Act 92-85 as well as training in pursuit of Public Act 03-151. The Director of Diversity and Inclusion attended additional affirmative action, equal employment opportunity, diversity, inclusion, equity, ADA and Title IX training offered by the CT Association of Diversity and Equity Professionals (CADEP). Also other training sessions that were attended by the Equal Employment Opportunity Officer include legal updates training with Shipman and Goodwin, IPMA and also some Webinars were viewed that were offered by higher education vendors.

The Director of Diversity and Inclusion provides updates to the website for all Connecticut Colleges and Universities related to relevant policies, procedures and contacts to all employees of the CSCU System Office and to also provide key information to the public related to affirmative action, equal employment opportunity, diversity, inclusion, equity, Americans with Disabilities Act (ADA) and Title IX.

Diversity and Sexual Harassment Training was developed by the Chief Diversity Officers from Manchester Community College, Western Connecticut State University and the Director of Diversity and Inclusion from the CSCU System Office. They facilitated an extensive training program for all community college and other agency employees incorporating Diversity, Sexual harassment, ADA, Title IX and micro-aggression training. All Community Colleges and System Office new employees were invited and eighty-four (84) employees were in attendance. For the System Office, in 2018, the breakdown for attendees was 1WM and 1BM. The breakdown of attendees in 2019 was as follows: 4 WM and 8WF. The plan is to continue this statewide training program annually.

Information and policies highlighted in this section are posted on the bulletin board during the reporting period. The following procedures have been developed to address Discrimination, Sexual Harassment and Sexual Orientation. These procedures are designed to ensure fair consideration of any complaints related to discrimination, sexual harassment or sexual orientation.

No discrimination complaints were filed during the reporting period.

DISCRIMINATION COMPLAINT LOGAGENCY: CONNECTICUT STATE COLLEGES AND UNIVERSITIESREPORTING 29-Feb-20

NUMBER	COMPLAINANT RACE/SEX	DATE FILED	TYPE*	ACCUSED**	BASIS CLAIMED	FINDING	RESOLUTION	LENGTH OF TIME TO RESOLVE
1	No complaints							
2								
3								
4								
5								
6								
7								
8								
9								
10								

*Internal (within Agency) or External (CHRO, DOL, EEOC, etc.)

**Co-worker, Supervisor, Manager, etc.

CONNECTICUT STATE COLLEGES AND UNIVERSITIES
Statement of Discrimination Complaint Policy & Procedure

The Connecticut State Colleges and Universities (CSCU) has adopted a policy of "zero-tolerance" with respect to unlawful employee harassment. Accordingly, CSCU expressly prohibits any form of unlawful employee harassment based on The Connecticut State Colleges and Universities (CSCU) deems equal employment opportunity to be the education or employment of individuals without consideration of race, color, age, sex, (including sexual harassment, sexual assault, pregnancy and workplace hazards to reproductive systems), religious creed, marital status, national origin, ancestry, past or present history of mental disability, intellectual disability, learning disability, physical disability (including, but not limited to blindness), veteran status, Civil Air Patrol, gender identity or expression, sexual orientation, retaliation, or other factors which cannot lawfully be the basis for employment actions, unless there is a bona fide occupational qualification. CSCU will not request or require genetic information from job applicants or employees, or otherwise discriminate against any person in employment conditions on the basis of genetic information. Additionally, the Connecticut State Colleges and Universities (CSCU) will not discriminate against persons with a prior criminal conviction.

Improper interference with the ability of CSCU employees to perform their expected job duties will not be tolerated.

The following procedure provides periodic training in confidential counseling and grievance investigation for agency counselors. Confidential counseling is completely independent of any other grievance procedure presently in place. It is for the purpose of resolving employee allegations of discrimination at CSCU in an expeditious and informal manner.

This procedure, or submission of a complaint to this procedure, in no way precludes the submission of a complaint of a discriminatory nature to the Commission on Human Rights and Opportunities (CHRO), United State Equal Employment Opportunity Commission (EEOC), United States Department of Education Office of Civil Rights (OCR), United States Department of Justice, United States Department of Labor (DOL) Wage and Hour Division, and any other agencies, state, federal or local, that enforces laws concerning discrimination in employment or public service and accommodation nor, does the establishment of this procedure foreclose any other legal options available to the employee.

Violation of this policy may be grounds for disciplinary action, up to and including dismissal from State Service.

Table of Contents

- **Discrimination Complaint Procedure on Matters Other Than Sexual Harassment or Sexual Orientation**
- **Sexual Harassment Policy and Procedure**
- **Sexual Orientation Discrimination Policy and Procedure**
- **Discrimination Complaint Agencies**

**Connecticut State Colleges and Universities
Discrimination Complaint Procedure on matters other than
Sexual Harassment or Sexual Orientation**

Definition/Legal Basis

Race, Color, Religion, Sex or National Origin

Title VII of the Civil Rights Act of 1964 (as amended) and Executive Order 11246 (as amended) prohibit discrimination in employment against any person (e.g. applicants and employees) on the basis of race, color, religion (religious creed), sex or national origin.

Age

The Age Discrimination in Employment Act of 1967 (ADEA), (as amended) prohibits discrimination in employment on the basis of age against any person (e.g. applicants and employees) age forty (40) or older. Connecticut General Statute Sec. 46a-60 prohibits discrimination based on age and protects any worker eighteen (18) years of age or older.

Disability

The Rehabilitation Act of 1973 defines "disabled individual" as any person who has a physical or mental impairment that substantially limits one or more of such person's major life activities, has a record of impairment, or is regarded as having such an impairment. Section 7(b) of the Rehabilitation Act addresses drug and alcohol abuse, noting that the definition of "disabled individual" does not include any individual who: is "an alcoholic or a drug abuser whose current use of alcohol or drugs prevents such an individual from performing the duties of the job in question or whose employment, by reason of such current alcohol or drug abuse, would constitute a direct threat to the property or the safety of others.

Mental disability refers to an individual who has a record of, or is regarded as having one or more mental disorders, as defined in the most recent edition of the American Psychiatric Association's "Diagnostic and Statistical Manual of Mental Disorders".

Intellectual disability refers to a significant limitation in intellectual functioning existing concurrently with deficits in adaptive behavior that originated during the developmental period before eighteen years of age. "Significant limitation in intellectual functioning" means an intelligence quotient more than two standard deviations below the mean as measured by tests of general intellectual functioning that are individualized, standardized and clinically and culturally appropriate to the individual. "Adaptive behavior" means the effectiveness or degree with which an individual meets the standards of personal independence and social responsibility expected for the individual's age and cultural group as measured by tests that are individualized, standardized and clinically and culturally appropriate to the individual.

Learning disability refers to an individual who exhibits a severe discrepancy between educational performance and measured intellectual ability and who exhibits a disorder in one or more of the basic psychological processes involved in understanding or in using language, spoken or written, which may manifest itself in a diminished ability to listen, speak, read, write, spell or to do mathematical calculations.

Physically disabled refers to any individual who has any chronic physical handicap, infirmity or impairment, whether congenital or resulting from bodily injury, organic processes or changes from illness, including, but not limited to, epilepsy, deafness or hearing impairment or reliance on a wheelchair or other remedial appliance or device.”

Veteran refers to any person honorably discharged from, or released under honorable conditions from active service in, the armed forces.

The Americans with Disabilities Act of 1990 (ADA) prohibits discrimination against qualified individuals with disabilities.

The ADA covers individuals who (i) have disabilities, (ii) have records of disabilities, (iii) are perceived as having disabilities, or (iv) are related to or associated with persons who fit into one of the preceding categories.

Resolution - Time Constraints

The Director of Diversity and Inclusion will resolve any alleged discrimination or unfair employment practice within ninety (90) calendar days after the receipt of a written complaint. This timeframe includes filing, processing and resolution of such matters.

Records Retention

All records relevant to employee grievances including counseling sessions and informal allegations which result in complaints to enforcement agencies, are maintained, regularly reviewed and reported by the Director of Diversity and Inclusion in the Affirmative Action Plan.

Training/Notification

The Connecticut State Colleges and Universities (CSCU) will obtain and provide periodic training in counseling and grievance investigations for agency managers, supervisors and employees.

Employees are notified about the CSCU Discrimination Complaint Procedure when the Affirmative Action Plan has been reviewed by the Commission on Human Rights and Opportunities (CHRO). Employees are also invited to review the Affirmative Action Plan.

Procedure for Handling and Investigating Discrimination Complaints

If you feel you have been a victim of discrimination please follow the following procedures:

1. Complainant requests a meeting with the Director of Diversity and Inclusion or designee. The Director of Diversity and Inclusion or designee will advise the complainant of his or her rights in accordance with relevant laws and propose possible courses of action.
2. If the complainant is unsatisfied with any of the proposals or if a situation is not readily resolvable the Complainant then has the right to file a written complaint. The written complaint must be filed on the complaint form and should include the following [please note: all grievances should be submitted within thirty (30) days of the alleged discriminatory treatment]:
 - a. Complainant's name
 - b. Work telephone number
 - c. Job title
 - d. Supervisor's name

- e. Supervisor's Title
 - f. Complainant's home address
 - g. Complainant's home telephone number
 - h. Name of individual against whom the complaint is filed
 - i. The nature of the complaint
 - j. A description of the alleged act (s) of discrimination
 - k. The date (s) the act (s) took place
 - l. The date the complaint was filed
 - m. The complainant's signature
3. The Director of Diversity and Inclusion or designee will notify the accused party of the particulars of the complaint within seven (7) calendar days after receipt of the written complaint.
 4. Upon the filing of a complaint, the Director of Diversity and Inclusion or designee will conduct a fact finding investigation of the complaint. Within thirty (30) calendar days from the filing of the complaint, the Director of Diversity and Inclusion or designee will provide a written report to the Complainant, the Respondent, the President and/or a Designee as appropriate. If there is evidence that indicates the Complainant was discriminated against, the parties shall endeavor to resolve the matter within thirty (30) calendar days and/or an administrative action (e.g. discipline up to and including dismissal from State service). If the endeavors at mediation are successful, a written agreement will be prepared for signature (by the Complainant, the Respondent and the Director of Diversity and Inclusion or designee).
 5. If there is no evidence of discrimination, the Director of Diversity and Inclusion or designee will advise the parties involved and dismiss the complaint.
 6. If the complainant does not agree with the findings made in the investigation, he/she may appeal for review and reconsideration by the President. Any such appeal must be in writing and be filed within ten (10) calendar days from the date of the written report of the findings and must include specific information or evidence in support of the appeal. The President will advise the Complainant in writing within fourteen (14) calendar days of receipt of the appeal as to their choice of action on the matter.

Retaliation for Discrimination Complaints

Retaliation for filing or participating in a complaint or investigation of discrimination is presumptive employment discrimination in violation of the law and as such will not be tolerated.

Retaliation may be linked to the following activity:

- Disciplining, changing work assignments of, providing inaccurate work information to, or refusing to cooperate or discuss work related matters with an employee because that employee has complained about or resisted harassment, discrimination or retaliation, and

- Intentionally pressuring, falsely denying, lying about or otherwise covering up or attempting to cover up conduct such as that described in any item above.

The above is not to be construed as an all-inclusive list of prohibited acts under this policy. If you feel you have been the subject of retaliation for having filed or taken part in a discriminatory complaint/investigation, please contact the Director of Diversity and Inclusion or designee immediately.

Connecticut State Colleges and Universities Sexual Harassment Policy and Procedure

Statement of Policy

It is the policy of the Board of Regents of Higher Education to prohibit harassment of employees by another employee or supervisor on the basis of sex. The purpose of this policy is not to regulate our employees' personal morality; rather it is to assure a workplace that is free of sexual harassment. In this regard, sexually offensive activity will not be tolerated.

Violations of the policy may be grounds for disciplinary action, up to and including dismissal from State Service.

Definition

Sexual harassment is a form of sex discrimination that is prohibited under both Connecticut law and Title VII of the Federal Civil Rights Act of 1964. See C.G.S. 46a-60(a) (8) and 29 C.F.R. 1604.11.

"Sexual harassment" is defined under Connecticut law as: "any unwelcome sexual advances or requests for sexual favors or any conduct of a sexual nature when (A) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (B) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (C) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment."

The Connecticut Courts have distinguished two general categories of sexually harassing behavior: Quid Pro Quo and Hostile Work Environment. The following are descriptions of conduct which constitute each category and are prohibited by this policy.

Quid Pro Quo (literally "this for that")

Quid Pro Quo sexual harassment occurs when an economic or job benefit is conditioned upon the granting of sexual favors. It may also occur when an employee is punished for failing to grant sexual favors in the workplace.

In a Quid Pro Quo case, the sexual overture or conduct is generally clear: for example, the supervisor demands that an employee go out with him or her in exchange for a promotion.

Both federal and state law is violated if the employee's response to such an overture is used as the basis for an employment decision affecting the employee.

Quid Pro Quo harassment may be based on a single incident.

Hostile Work Environment

Sexual harassment may also occur when there is unwanted sexual conduct that creates an intimidating, hostile or offensive work environment, or that has the effect of unreasonably

interfering with an individual's work performance. It is not necessarily to show a direct and tangible job or economic loss. This type of claim can be brought against anyone in the workplace, whether it is a supervisor or a coworker.

Conduct that will be considered a violation of this policy includes, but is not limited to the following:

- a. Verbal - includes sexual innuendoes, suggestive comments, insults, jokes of a sexual nature, sexual propositions and threats.
- b. Non-verbal - includes sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling and obscene gestures.
- c. Physical - unwanted physical contact, including touching, patting, grabbing, pinching, brushing the body, massaging, coerced sexual intercourse, rape, molestation, sexual assault and battery.
- d. Any other unwelcome conduct of a sexual nature.

Procedure for Handling and Investigating Sexual Harassment Complaints

If you feel you have been a victim of sexual harassment please adhere to the following procedures:

- 1) Keep a record of the incidents of sexual harassment. Write down the details of the incident: the date, time and location, the names of any witnesses and your response. Include also any notes, letters, pictures, etc. Keep the records in a safe place.
- 2) Seek assistance from the Director of Diversity and Inclusion/or designee, any Human Resources staff member, supervisor or manager about the harassment or issues.
- 3) Supervisors and managers will contact the Director of Diversity and Inclusion or designee and refer the employee to the Director of Diversity and Inclusion or designee. The Director of Diversity and Inclusion or designee shall receive both written and verbal complaints and may assist the complainant in preparing a statement of allegations. Anonymous complaints and complaints from the public will also be investigated.
- 4) Within five (5) days of receiving a formal complaint of sexual harassment, the alleged harasser will be contacted by the Director of Diversity and Inclusion or designee to set up a meeting and will be presented with a copy of the complaint. The individual has the right to union representation or other representation at this meeting (as long as bargaining unit members have signed a waiver of union representation) and will be given an opportunity to respond to the charges alleged in the complaint.
- 5) All complaints will be investigated expeditiously by the Director of Diversity and Inclusion or designee.
- 6) Discipline will be applied if a violation of this policy is found to have occurred.

When a complaint is made the Director of Diversity and Inclusion or designee will have the duty of immediately bringing all sexual harassment and retaliation complaints to the confidential attention of the President.

Retaliation for Sexual Harassment Complaints

Retaliation for having filed or participated in a complaint or investigation of sexual harassment will not be tolerated at the Connecticut State Colleges and Universities System Office or at any Connecticut State College or University.

Records of Complaints and Confidentiality

All records associated with complaints will be maintained in the Director of Diversity and Inclusion or designee's Office.

All complaints and investigations will be held in confidence until the conclusion of the investigation. Anyone involved in the intake, investigation, discipline and outcome of a complaint will be disciplined as appropriate for failing to protect the confidentiality of all involved in the investigation and outcome of a complaint.

Connecticut State Colleges and Universities Sexual Orientation Discrimination Policy and Procedure

Statement of Policy

All employees are prohibited from discriminating against another employee or agent of the Connecticut State Colleges and Universities (CSCU) on the basis of his/her sexual orientation, in accordance with Connecticut General Statutes, Section 46a-81c.

For purposes of this policy, "sexual orientation" means having a preference for heterosexuality, homosexuality, or bisexuality; having a history of such preference; or being identified with such preference.

The following shall be considered a discriminatory practice in violation of this policy and Connecticut General Statutes, Section 46a-81c:

- If an employer, except in the case of a bona fide occupational qualification or need, refuses to hire, or employ, or to bar or to discharge from employment any individual; or to discriminate against him/her in compensation or in terms, conditions, or privileges of employment because of the individual's sexual orientation, or
- If any person, employer, employment agency or labor organization, except in the case of bona fide occupational qualification or need, advertises employment opportunities in a manner that restricts such employment so as to discriminate against individuals because of their sexual orientation.

Nothing in this policy shall be deemed or construed to mean that CSCU authorizes or permits the use of numerical goals or quota, or other types of affirmative action programs, with respect to transgender status, homosexuality or bisexuality in the administration of this policy.

Procedure

Any employee who feels that he or she is the victim of discrimination based on sexual orientation may file a written complaint with the Director of Diversity and Inclusion or designee.

DISCRIMINATION COMPLAINT AGENCIES

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

1. The Connecticut Commission on Human Rights & Opportunities

Southwest Region Office

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

West Central Region Office

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

Capitol Region Office

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

Eastern Region Office

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

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

2. The Equal Employment Opportunities Commission

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

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

3. Department of Education, Office of Civil Rights

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

4. Department of Justice, for ADA complaints

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

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

This is the email to complete the required ADA complaint form.

To file ADA complaint by facsimile, send completed ADA complaint form to

Tel: (202)-307-1197

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

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

6. State of Connecticut: Employee Grievance Procedure

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

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

7. Wage and Hour and Public Contracts Division

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

8. Wage and Workplace Standards Division

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

Section 46a-68-90
Goals Analysis

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
GOALS ANALYSIS
SECTION 46a-68-90**

EXECUTIVE/ADMINISTRATIVE/MANAGERIAL

Hiring Goals

1 White Female

1 Black Male

VICE PRESIDENT OF PURCHASING

1 WF

This appointment achieved a short term hiring goal.

The position was advertised with the New England Association of Educational Buyers, Chronicle of Higher Education and Diversity.com. It was also advertised on the CSCU Website and posted on the CT Association of Diversity and Equity Professionals (CADEP) listserv.

Position Responsibilities:

The Vice President of Purchasing is the CSCU System's leader and expert over the purchasing function, ensuring that all federal, state and system purchasing policies and regulations are observed. He/she provides system-wide tools and resources to meet end user's needs for goods and services, and develops revenue generation, cost reduction, cost savings, and risk mitigation strategies in the purchasing arena.

The Vice President of Purchasing is responsible for the management and oversight of the consolidated, system-wide procurement organization.

This includes the implementation, maintenance and management of an electronic procurement system as well as the management of services that are shared throughout the system. This will also involve working closely with subject matter experts for technical procurements.

The Vice President will work with legal and contracting professional teams in pursuit of strategic sourcing and development of strategic initiatives.

The Vice President will define and articulate a vision for system-wide purchasing, promote stakeholder involvement and be responsible for the policy/procedure/process and program review and development.

Additional responsibilities include:

Development of purchasing training programs for employees throughout the system, including purchasing professionals, requisitioners and the system community.

- Serves as liaison between the CSCU, the Office of the Attorney General, the Department of Administrative Services and other state agencies as required of the position.
- Development of a communication strategy.
- Administration of the CSCU system Set-Aside Program for small contractors and minority business enterprises.

- Supervision of full-time and part-time professionals and clerical staff within the respective areas of position responsibilities.
- Maintaining and analyzing spend data in order to optimize purchases.
- Liaising with other agency procurement executives to determine if consolidating efforts is beneficial to CSCU.
- Periodic reporting of performance metrics and quantified savings.
- Development/Compliance with Service Level Agreements.

Qualifications:

Bachelor's degree in accounting, purchasing management, financial management or a relevant business or public administration concentration. Master's Degree, legal degree, or other type of advanced degree is preferred. A minimum of ten years related experience in business, purchasing and/or administration required.

The following experience is required, or if indicated, preferred:

- Leadership in a shared services environment of an organization the size of CSCU (approximately \$1B).
- Leadership of a decentralized organization to function in unison as a single purchasing system.
- Functioned at Director level; Vice President level preferred.
- Worked in an e-procurement environment; experience in a new implementation preferred.
- Experience with Banner or similar ERP platform as well as an electronic procurement system preferred.
- In-depth knowledge of the procurement field, including the competitive bid process, e-procurement, cooperative purchasing, and management of complex procurements and contracts is required.
- Demonstrated commitment to a metrics-driven organization with cost savings and process improvements.
- Demonstrated strength in the ability to negotiate with vendors and service providers, as well as the ability to build strong vendor partnerships.
- Ability to manage and monitor purchases in accordance with their terms and conditions, State and Federal statutes and regulations, Attorney General guidelines, Board of Trustees policies and State Code of Ethics.
- Demonstrated experience in developing Requests for Proposal (RFP's) and other such justification documents while working in conjunction with the Vice President of Contracting.
- Knowledge of the basic principles of risk management and insurance programs including safety and loss control techniques.
- Demonstrated knowledge of applicable State and Federal statutes, and procurement best practices.
- Experience in a college, university or system setting preferred.
- Experience with complying with Service Level Agreements.

Personal characteristics include:

- Excellent verbal and written communication skills as well as the ability to work
- Demonstrated ability to manage the work of support staff.
- Customer focused and service oriented disposition.
- Possess effective interaction skills with diverse constituents including academic and administrative leaders, faculty, professional staff and suppliers.
- Innovative, and at the same time respectful of fiduciary obligations.
- Possess the ability to inspire others and build a sense of team while managing multiple, complex procurements that may have system-wide impact.
- Possess the willingness to take “ownership” of the procurement process and the commitment to achieving articulated goals.
- Ability to multi-task and respond to time sensitive requirements while ensuring compliance with policies.

Fifteen (15) candidates applied: 5 WM, 1 WF, 2 BF and 7 UM

Ten (10) candidates did not meet the minimum qualifications: 3 WM and 7 UM

They did not have the required ten (10) years related experience in business, purchasing and/or administration.

Two (2) candidates were offered an interview and declined: 1 WM and 1 BF

They declined the opportunity to interview because the salary was not comparable to what they were seeking for the level of responsibility of this position.

Three (3) candidates were interviewed: 1 WM, 1 WF and 1 BF

The selected goal candidate (WF) had direct experience leading a Procurement Department at a college and a university. She had experience implementing e-procurement solutions in her last position at large university and CSCU is moving in the direction as the consolidated community college system is being created. She had supervisory and leadership experience and had worked with all levels of administration regarding purchasing and contracts.

REGIONAL PRESIDENT

2 WM & 1 BM

The appointment of a Black male achieved a hiring goal and the goal for White female was previously achieved.

Academic Career & Executive Search is pleased to assist Connecticut State Colleges and Universities System in their search for a highly accomplished Vice President for Human Resources.

The job announcement was advertised broadly nationally and statewide.

The Board of Regents for Higher Education (BOR) and the Connecticut State Colleges and Universities (CSCU) are undertaking a major reorganization of the Connecticut's community

college system. The BOR and CSCU plan to consolidate the 12 NECHE-accredited and independently administered community colleges into a single accredited institution by 2023, starting with the regionalization of the campuses. This consolidated institution with 12 campuses statewide will provide credit and non-credit programs to more than 100,000 students in rural, suburban and urban communities.

This bold plan to establish an academically integrated institution will provide Connecticut college students with an affordable, accessible, high-quality education that meets their personal, career and academic goals and the workforce needs of our state. A structural change of this magnitude is designed to ensure a sustainable future for the community college system.

Implementing this monumental transformation involves aligning college curricula statewide to support high-quality educational programs and seamless transfer; implementing initiatives such as Guided Pathways to improve and increase student enrollment, retention, completion, and career readiness; centralizing administrative functions; and sharing resources across campuses. This work is underway now and will be greatly accelerated under a regionalized leadership leaders for this transformational change to position the campuses, their students and graduates, and Connecticut for a secure and vibrant future.

Regional Descriptions:

Each region offers variations in size and setting ranging from urban, suburban and rural campus settings throughout the state. However, each college shares a common commitment to open access and offers opportunities for intellectual, professional and leadership development through credit and non-credit career, transfer and certificate programs. Students are diverse in ethnicity, race, age, ability, gender, sexual orientation, gender identity and expression and educational achievement.

All Connecticut Community Colleges provide favorable tuition costs and well-placed articulation agreements with the CT State Universities benefiting students and their families.

Several of Connecticut's Community Colleges have realized Achieving the Dream (ATD) status with all twelve institutions committed to achieving ATD status by July 1, 2019.

Links:

- CSCU Mission, Vision & Goals – <http://www.ct.edu/regents/mission>
- Financial Statements – <http://www.ct.edu/finance#documents>
- Students First – <https://www.ct.edu/studentsfirst>
 - June 2018 update – <http://www.ct.edu/files/pdfs/SF-Update.pdf>
 - NEASC/Students First Materials – <http://www.ct.edu/studentsfirst/neasc>
 - Students First Substantive Change Request – <http://www.ct.edu/files/pdfs/Students%20First%20Substantive%20Change%20March%2016,%202018.pdf>
- IPEDS – <http://www.ct.edu/orse/data#ipeds>

Applicants may identify preferred region at time of application or they can apply without preference for any given region. If applying for a specific region, applicants are requested to describe how their skills and experiences benefit the particulars of the region.

Region 1 – Capital East

Capital East consists of five (5) colleges of various sizes. The colleges are located in the urban, suburban and rural localities in the central and eastern parts of Connecticut.

Strengths: The region’s campuses consist of dedicated faculty and staff who embrace their integral role in fulfilling a common mission of student affordability, educational access and program excellence. The region’s passion for student success extends beyond the colleges. Each college has extensive ties to its communities, having built long-term productive relationships with area business, civic, and community organizations. Each institution is also strongly supported by an active, independent, and enthusiastic college foundation that provides financial support and community goodwill.

Challenges: Identified areas faced by the region’s colleges include the need to develop effective marketing strategies to communicate the value of a community college education, as well as the need to support students entering college that need intensive developmental coursework, supplemental instruction, and holistic support services. The new approach of regionalization will require increased levels of collaboration among the colleges to enhance student success across the region.

Capital Community College, Hartford [IPEDS Link](#)
Manchester Community College, Manchester [IPEDS Link](#)
Middlesex Community College, Middletown [IPEDS Link](#)
Quinebaug Valley Community College, Danielson [IPEDS Link](#)
Three Rivers Community College, Norwich [IPEDS Link](#)

Region 2 – North-West

North-West consists of four colleges of various sizes, in urban, suburban and rural localities in the central, north and northwestern parts of Connecticut.

Strengths: The North-West Region’s expanded program offerings are responsive to student and employer needs while creating a supportive personal environment for students. The campuses enjoy strong partnerships with their local communities and industry and their respective foundations. Emphasis is placed on innovation and access as evidenced by the development of programs meeting students’ needs as well as pioneering approaches to improve quality of services, streamline processes or cut costs.

Challenges: Identified areas include the need to increase awareness of the value of community college education as well as strengthening opportunities with the state universities. Additional challenges are the lack of college readiness on the part of the incoming students and the support and resources required to ensure success.

[Asnuntuck Community College, Enfield IPEDS Link](#)
[Naugatuck Valley Community College, Waterbury, IPEDS Link](#)
[Northwestern Community College, Winsted, IPEDS Link](#)
[Tunxis Community College, Farmington IPEDS Link](#)

Region 3 – Shoreline-West

Shoreline-West consists of three colleges of various sizes in urban and suburban localities in the southern part of Connecticut.

Strengths: The Colleges in this region are highly responsive to the local community resulting in strong, active partnerships with employers, local schools, non-profits, and the business community, in general. The success of these partnerships is due to the colleges' flexibility, innovativeness, and ability to put programs together in a timely manner.

Shoreline-West colleges are resourceful and dedicated to rising outside finances with successful track records in grant writing and partnering with local donors through their respective foundations, public sector and business communities. The importance of bringing in more financial resources has been recognized and imbedded in the operations and goals of these colleges.

Through genuine interest and a holistic approach to meeting students' academic and academic needs, the colleges' share a dedication to the success and education of their students supported by the academic strength and quality of the faculty. Curriculum and program evaluation are data driven and each college in this region was certified as Achieving the Dream institution. Each college has invested significant resources to put student support services in place.

Challenges: Identified areas faced by the region's colleges include developing effective marketing strategies to communicate the personal benefits and economic value of services in a competitive market of selective and for-profit educational institutions. An additional challenge identified was ensuring students declare specialized majors and providing the necessary resources and support needed to graduate.

[Gateway Community College, New Haven IPEDS Link](#)
[Housatonic Community College, Bridgeport IPEDS Link](#)
[Norwalk Community College, Norwalk IPEDS Link](#)

Job Summary:

Reporting to the CSCU President and serving on the CSCU President's leadership team, the Regional Presidents will ensure that institutional operations and consolidation efforts are coordinated across all campuses in a consistent manner. They will work in tandem with the current community college leaders in their regions to prepare for the establishment of a single accredited institution. In 2023, upon accreditation of the single institution, the Board of Regents will hire the Community College President. The Regional Presidents will report to the

Community College President and assume supervisory responsibility of the campus leadership (currently Campus CEOs and Campus Presidents) within their respective region.

The primary role of the Regional Presidents will be to guide the overall strategic direction of campuses in the responsive regions serving as a change agent for the new college structure and mission. The Regional Presidents will be active leaders in the developing and deploying the budget for the region; supporting the work of the campus leaders including assisting with their management of the local budget; ensuring the regions align with overall institutional goals; helping to leverage resources; finding efficiencies; strengthening critical relationships with business and industry; scaling best practices; improving the student experience; and securing additional resources to support teaching and learning. The Regional Presidents will work with businesses and community groups by serving on multiple initiatives and boards to establish and maintain regional partnerships. Additionally, the Regional Presidents will be called upon to advocate for the system with the legislature and other government bodies and agencies. The leadership and their campus foundation leadership to build relationships and secure resources for independently, so it is imperative that the Regional Presidents establish new ways of working effectively across campuses and help to deploy resources efficiently and strategically to meet regional and local needs in support of teaching and learning.

Essential Duties:

1. Provide executive leadership to the campuses in the regions in the achievement of the vision and goals of the system
2. Ensure sound fiscal practices and identify, leverage and expand the fiscal resources of campuses in the region
3. Interact effectively with the CSCU President and CSCU leadership team, campus leaders, the Board of Regents for Higher Education, and faculty and staff, and help to develop and implement system-wide initiatives
4. Communicate the needs and initiatives of the regional campuses to policy leaders at the local, regional, state and federal levels; represent the regional campuses to numerous community, business, labor, workforce, educational and governmental groups
5. Demonstrate highly effective fundraising skills and collaborate with the Campus CEO's and campus foundation leadership to raise revenue and develop resources that support strategies for improving student access and success
6. Proven ability to engage with internal and external stakeholders, particularly business and industry at the local, regional and state levels, to support initiatives and secure partnerships and resources that advance student access and success
7. Work with the CSCU President to develop and implement local, state, and national legislative and institutional advancement strategies
8. Lead the campuses to achieve significantly improved results in student outcomes by identifying gaps in student success particularly based on factors such as race, ethnicity and gender, supporting faculty and staff implementation of well-designed institutional changes at scale, and ensuring efforts are sustained over the long-term
9. Actively work with entities to develop partnerships to reach underserved populations

10. Ensure that all BOR policies and all federal and state laws and regulations are observed
11. Related duties as required

Leadership Competencies:

1. Dynamic, entrepreneurial leader with the demonstrated ability to stimulate culture change, develop strategic goals and translate them into action
2. Experienced administrator in effective operational infrastructure essential to the smooth and effective operation of a college or system.
3. Demonstrated deep commitment to student access and success
4. Strong leadership skills in strategic planning, fiscal planning and management, and oversight of capital projects
5. Skilled in outreach and cultivating relationships that support the advancement of the system; comfortable and effective as the spokesperson for a campus, region or system
6. Proven ability to engage the active participation of external stakeholders, particularly the private sector
7. Ability to work with elected and appointed public officials in a wide variety of public bodies at all levels of government
8. Strong working knowledge of the depth of understanding of most areas in a college or university, specifically of the factors that affect net revenues
9. Proven leadership and interpersonal capabilities; ability to collaborate broadly across all levels of the organization, particularly with faculty and staff to achieve results
10. Demonstrated resilience and flexibility in the face of unexpected constraints
11. Proven management abilities to implement positive organizational change
12. Deep understanding of the needs of the community
13. Experienced in a highly involved union settings; ability to be a persuasive negotiator, facilitator, and collaborator
14. Knowledgeable of current educational trends, issues, and challenges for community colleges
15. Ability to identify opportunities and to convert challenges into innovative solutions and programs that will advance the future of the campuses
16. Experience with raising funds from private, state, and national sources and to articulate to external audiences the value of supporting a college system
17. Commitment to high ethical standards and values consistent with the mission of the CSCU system

Minimum Qualifications:

- Terminal degree plus ten (10) years' experience in developing and implementing innovative, entrepreneurial, approaches to addressing the challenges and opportunities faced by community colleges or higher education organizations of similar complexity.
- Strong fiscal management skills and a demonstrated ability to grasp budget issues at the system, regional, and campus levels in the areas of the instruction, student services, and infrastructure.
- Equivalent education and experience that meets the minimum qualifications for the position may be considered.

Preferred Qualifications:

- Preference for candidates with prior community college teaching and administrative experience.

The goal for WF has been previously achieved.

Sixty-one (61) candidates applied: 27 WM, 9 WF, 14 BM, 1 BF, 3 HM, 1 HF, 3 OM and 3 UM.

Forty-eight (48) candidates did not meet the minimum qualifications: 20 WM, 6 WF, 11 BM, 1 BF, 3 HM, 1 HF, 3 OM and 3 UM.

Three (3) candidates were contacted to schedule an interview but they withdrew from consideration because they accepted other positions. 1 WM, 1 WF and 1 BM

Ten (10) candidates were interviewed: 6 WM, 2 WF and 2 BM

The goal candidate (BM) was selected President of Region Three, Shoreline-West, which consists of Gateway Community College, Housatonic Community College, and Norwalk Community College. He currently serves as chancellor of the South Bend-Elkhart campus of Ivy Tech Community College in Indiana. He comes to CSCU with more than 30 years of educational and administrative experience. He holds a Bachelor of Arts degree from Moorehead State University, and a Master of Arts and a Ph.D. from the University of Wisconsin.

The candidate (WM) was selected President of Region One, Capital-East, which consists of Capital Community College, Manchester Community College, Middlesex Community College, Three Rivers Community College, and Quinebaug Valley Community College. He was currently a Vice President for Student Affairs at Portland Community College in Oregon. He had more than 10 years of educational and administrative experience and holds Bachelor of Science, a Master of Public Administration degrees from the University of Tennessee, Chattanooga, and a Doctorate of Education from the University of Alabama. He began his collegiate career at Chattanooga State Community College, where he earned an Associate of Science degree.

The candidate (WM) President of Region Two, North-West, which consists of Asnuntuck Community College, Naugatuck Valley Community College, Northwestern Community College, and Tunxis Community College. He currently served as president of both Asnuntuck Community College and Tunxis Community College. He currently was serving as president of both Asnuntuck Community College and Tunxis Community College. He has more than a decade of experience within the CSCU system. He holds a Master of Management degree from Cambridge College and a Doctor of Education degree from Nova Southeastern University. He began his collegiate career at Holyoke Community College, where he earned an Associate of Science degree.

CHIEF FINANCIAL OFFICER

1 WM

The goal for WF and BM have been previously achieved.

The position was advertised in the Chronicle of Higher Education, InsideHigherEd.com, Diversity.com, and CT Department of Labor website. The position was also advertised on the CSCU Website, LinkedIn, Facebook and Twitter.

Position Requirements Include:

MBA or other advanced degree from an accredited institution required. CPA or comparable work experience required. A minimum of ten years of relevant executive-level work experience required.

Qualifications, Skills and Personal Attributes:

The successful candidate must possess abilities, skills and attributes appropriate to the position, including:

Demonstrated leadership and strategic planning skills essential to manage the financial and facility programs of a major, complex organization with sound financial and fiscal controls; direct the work of professional financial staff; develop and manage long-range budgets for complex organizations; provide effective guidance to policy-making boards of directors or regents; work within a team-based and cooperative structure; and work in a complex union environment.

Strong interpersonal skills and communication skills, (both, in oral and written form) to manage well at all levels of the organization and with staff at remote locations are essential. Strong problem solving and creative skills and the ability to exercise sound judgment and make accurate and timely decisions. High level of integrity and dependability with a strong sense of urgency and results-orientation. PC proficiency is essential (Windows environment) and strong working knowledge of Banner.

Twenty-two (22) candidates applied: 8 WM, 3 WF, 1 BM, 2 BF, 1 AAIANHNPI M, 5 UM and 2 UF

Nineteen (19) candidates did not meet the minimum qualifications:

4 WM, 2 WF, 2 BF, 1 AAIANHNPI M, 1 UM and 1 UF. They did not have the required ten (10) years executive level chief fiscal experience.

2 WM, 1 WF, 4 UM and 1 UF did not have the required MBA or other advanced degree from an accredited institution required. CPA or comparable work experience.

Three (3) candidates were interviewed: 2 WM and 1 BM

The selected candidate (WM) possesses financial skills and experience of great breadth and depth. His knowledge of public finances, public finance rules and regulations was detailed in many examples he provided during the interview process. He also provided details of his organizational priorities and his capacity to implement priorities efficiently and effectively. He is a problem solver and someone who pays attention to details in financial reports and budgets.

He is effective working under pressure and in dealing with the needs and aspirations of multiple constituent units facing serious financial constraints. He has been successful in solving large budget problems in his present position. He also demonstrated experience in the management of state operating and capital budgets, executive management and leadership skills, implementation of shared services and direct experience providing legislative testimony. He had fifteen (15) years of government budget experience.

VP OF ENROLLMENT MANAGEMENT FOR THE CONNECTICUT STATE COMMUNITY COLLEGES

1 WF

The hiring goals for WF and BM were previously achieved.

The position announcement was advertised in the Chronicle of Higher Education, higheredjobs.com, National Council on Black American Affairs (list serv), CT Association of Latinos in Higher Education (CALAHE), System professional and council list servs, CSCU Website and was sent to all CSCU campuses.

Position Summary:

Reporting to the CSCU President or designee and serving as a member of the President's Leadership Team, the Vice President of Enrollment Management provides leadership for all aspects of the integrated delivery of enrollment strategies and services, using marketing savvy, data analytics, financial acumen, and a student-centered strategic vision to strengthen recruitment, matriculation and retention.

In 2023, with the establishment of a singly accredited institution and hiring of a College President, the VP of Enrollment Management will report to that leader and work closely with the Chief Financial Officer and Provost and VP for Academic and Student Affairs to ensure the institutions meets their goals.

The incumbent will collaborate with the CSCU Student Success Center and the CSCU Office of Research and System Effectiveness to develop data-driven policy and practice standards that support all students in their educational goals.

The VP of Enrollment Management develops and oversees a comprehensive enrollment management plan to ensure the campuses achieve their enrollment and retention goals, develops and manages the implementation and execution of an integrated marketing and recruitment plan, and directs the management of the various component activities of the enrollment management function including compliance with Board of Regents policies, and state and federal law.

The incumbent will have important collaborative relationships with Financial Aid, Admissions, Academic and Student Affairs Deans, Institutional Research, Student Success Center, Registrar's Office, Communications and Marketing, and Finance in advancing the CSCU's academic programs, enhancing marketing and communications, messages and outreach, identifying emerging markets, supporting student development efforts, and projecting short-term and long-range enrollment and net tuition revenue.

Essential Duties:

1. Achieve the BOR's endorsed metrics related to student enrollment, persistence and completion.
2. Demonstrate a deep commitment to student access and success, for students enrolled in the college system, for potential students, and for those who have graduated and/or transferred to one of the CT State Universities for bachelors and graduate degrees.
3. Articulate, develop, and implement a comprehensive enrollment strategy to establish and achieve the college system's student enrollment targets, including transfers, student focused course schedule building and forecasting.
4. Utilize knowledge of marketing, recruiting, enrollment forecasting, student-centered course scheduling, and forecasting, scholarships, and tuition discounting to create enrollment plans that align with the system's short- and long-term goals.
5. Collaborate with campus leaders to shape recruitment and marketing strategies that make the case for the value and impact of attending a state community college.
6. Apply data, statistical analysis and predictive analytics to drive enrollment and retention decisions.
7. Identify and determine how to deploy financial aid resources strategically and thoughtfully to enroll qualified students.
8. Demonstrate strong strategic ability to plan for change in ways that ensure broad buy-in and action that, in turn, significantly improve student access and success.
9. Effectively engage with the college system's internal and external stakeholders, at the local, state and national levels, strategically communicating in ways that advance student access and success.
10. Ensure that enrollment management structure for college system is positioned to support key initiatives such as Guided Pathways, Transfer Articulation Program (TAP) and developmental education. Embrace technology, social media and digital media and recognize its importance in communicating with the current generation of students.
11. Manage, lead, inspire and motivate enrollment staff across institutions.
12. Develop a clear understanding of campus cultures and community values; build relationships and bridges with people and offices on various campuses.
13. Oversee all enrollment management leaders across the campuses through the enrollment management offices and in collaboration with Campus CEOs.
14. Ensure compliance with all state and federal laws, FERPA regulations and Board policy and procedures, and Accreditation standards.
15. Related duties as required.

Leadership Qualities:

1. Dynamic, entrepreneurial, team leader with the demonstrated ability to develop strategic goals and translate them into action.
2. Proven track record in planning and implementing strategies that impact student enrollment, retention and completion.
3. Deep knowledge of recruiting strategies; track record of success of expanding the numbers of students, particularly from diverse backgrounds.
4. Awareness of market and societal trends affecting community college enrollment.
5. Sophisticated understanding of data, research and information/enrollment systems.
6. Extensive knowledge and experience in data analysis and reporting.
7. In-depth knowledge of admissions, financial aid, student records and information systems, and federal regulations.
8. Maintains knowledge of best practices, new developments and innovative enrollment strategies in community colleges and higher education; recommends changes to maintain relevance of programs and services to meet student and institutional needs.
9. Understanding of marketing and the development of marketing strategies.
10. Collaborative leadership style that supports a diverse, inclusive and student-centered environment, and ensures success and accountability.
11. Demonstrated track record in networking and cultivating relationships that support the advancement of the institutions.
12. Expressed values consistent with the mission of the system, high ethical standards and acceptance of differing points of view.
13. Excellent spokesperson for the institutions.
14. Demonstrated ability to communicate effectively within multiple levels of an institution.

Minimum qualifications include a Master's degree (Doctorate preferred) and substantial experience in higher education enrollment management with a minimum of six (6) or more years of higher-level enrollment management leadership experience at the Director, Dean or Vice President level, with an outstanding record of enrollment management leadership, e.g. admissions, financial aid, student retention programs, transfer and marketing. Experience at public institutions preferred, community college experience preferred.

Preferred:

- Experience at public institutions;
- Experience at community colleges;
- Experience with Banner student information system.

Also required is experience in the development and implementation of strategic enrollment plans and projection reports based on market-driven data analysis, and experience in budgeting, supervision, student services planning, leading teams, and working with diverse populations. Substitute education and experience that meets the minimum qualifications for the position may be considered.

Eighteen (18) candidates applied: 5 WM, 4 WF, 4 BM, 2 BF, 1 HF, and 2 OF.

Nine (9) candidates did not meet the minimum experience and training requirements - a Master's degree (Doctorate preferred) and substantial experience in higher education enrollment management with a minimum of six (6) or more years of higher-level enrollment management leadership experience at the Director, Dean or Vice President level. 1 WM, 1 WF, 3 BM, 2 BF, 1 HF and 1 OF

Nine (9) were interviewed: 4WM, 3 WF, 1 BM and 1 OF

The selected candidate (WF) had experience leading cross-functional teams of Vice Presidents and collaborated with academic areas and supported all enrollment efforts in her current position. She had direct experience in decision-making and was responsible for leadership of the enrollment staff. She had experience with new enrollment technology, data analysis and made decisions based on assess programs, the market, and the relevancy of the programs.

ASSOCIATE VP OF STUDENT SUCCESS & ACADEMIC INITIATIVES **1 WM**

The hiring goals for WF and BM were previously achieved.

The position announcement was advertised in the Chronicle of Higher Education, higheredjobs.com, National Council on Black American Affairs (list serv), CT Association of Latinos in Higher Education (CALAHE), System professional and council list servs, CSCU Website and was sent to all CSCU campuses.

Position Summary

Under the leadership of the Executive Director, the Center supports the goals of the CSCU System:

- A Successful First Year: Increase the number of students who successfully complete a first year of college
- Student Success: Graduate more students with the knowledge and skills to achieve their life and career goals
- Affordability and Sustainability: Maximize access to higher education by making attendance affordable and our institutions financially sustainable
- Innovation and Economic Growth: Create educational environments that cultivate innovation and prepare students for successful careers in a fast-changing world
- Equity: Eliminate achievement disparities among different ethnic/racial, economic, and gender groups

The work of the Center, under the leadership of the Executive Director, informs the direction of the System Office and the CSCU institutions and creates coherence across the many success and completion initiatives underway in Connecticut. The Guided Pathways movement, which helps more students efficiently complete credentials, transfer, and attain jobs with value in the labor market, is foundational to the student success efforts in the CSCU system.

The leadership of the Executive Director builds the capacity of the CSCU system to engage in and advance student success efforts at scale, which includes the development of related public policy.

The Executive Director supervises a team that fosters a process in which faculty, staff, students, and administrators collaboratively develop a culture of academic and personal success for CSCU students. These efforts further include partners across the educational and workforce development spectrum.

The CSCU Student Success Center is one of fifteen such centers nationwide. The centers in this network collaborate across states and with national experts to consider ideas that can improve student persistence and completion. Through this network, the Executive Director connects the system with further resources and opportunities for the expansion of student success in the CSCU.

Major Accountabilities

- Maintain a strong advisory team with key CSCU stakeholders to help develop and implement student success goals
- Develop and utilize metrics for student success in conjunction with the CSCU Office of Research and System Effectiveness
- Engage in the public policy process in support of the Center's goals in coordination with the Board of Regents for Higher Education
- Support CSCU system efforts toward college and university sustainability
- Actively engage with national partners to collaborate on student success initiatives, participate in relevant national networks and convenings, and raise the profile of the CSCU system
- Manage the annual Center budget and other resources to achieve the Center's goals
- Supervise the CSCU Associate Director of the Student Success Center as well as all other Center staff, and maintain an environment in which staff may develop and thrive professionally
- Implement and cultivate a culture of shared leadership by engaging staff at all levels to ensure individual as well as team accountability and excellence
- Plan, organize, and implement statewide convenings, programs, and events aligned to the Center's goals
- Build continuity and long-term buy-in for the student success agenda through consistent internal communication and reports on student success efforts and achievements
- Create and implement a Center marketing and public relations strategy, ensuring the Center's mission and accomplishments are consistently presented in a strong, positive manner to relevant stakeholders
- Identify additional resource requirements, oversee grant management as needed, and collaborate internally and externally to explore additional funding opportunities
- Serve as CSCU Academic and Student Affairs liaison as needed, including to the CSCU Student Advisory Committee
- Travel, as required, both in and out of state to professional development events and related convenings, especially those relevant to the advancement of student success

Minimum Qualifications

Master's degree in a related area; Doctorate preferred and a minimum of five years' experience in higher education leadership, student success and completion issues including the areas of academic and student planning, student support services, and teaching and learning.

Experience in working with collaborative initiatives, community college presidents, administrators and faculty, and building consensus and strong partnerships with internal and external stakeholders.

Demonstrated ability to multi-task in a complex environment with large teams of technical professionals. Ability to provide strategic, collaborative direction and leadership to a major initiative and develop strong partnerships.

Polished oral and written communication skills and exceptional interpersonal skills are required.

Demonstrated ability to define problems, collect data, establish facts, and draw valid conclusions.

Seventeen (17) candidates applied: 5 WM, 5 WF, 4 BF, 1 HM, 1 HF and 1UF

Thirteen (13) candidates did not meet the minimum experience and training requirements:

1 WM, 1 BF, 1 HF, 1 UF did not have the required Master's degree.

2 WM, 4 WF, 2 BF, and 1 HM did not have the required five (5) years of related experience in higher education leadership.

Four (4) candidates were interviewed: 2 WM, 1 WF and 1 BF

The selected candidate (WM) demonstrated his knowledge of the strategic direction of the CSCU Student Success Center and academic initiatives experience. He had ten (10) years of community college experience and worked on the implementation of Guided Pathways best practices for the consolidation. He also had experience with professional development and managed a complex initiative for the Guided Pathways Teams. He also developed a network of national partners through working on the "Jobs for the Future" and "Achieving the Dream" programs.

ASSOCIATE VP OF ACADEMIC AFFAIRS

1 WM

The hiring goals for WF and BM were previously achieved.

The position was advertised in the Chronicle of Higher Education, highedjobs.com, National Council on Black American Affairs (list serv), CT Association of Latinos in Higher Education (CALAHE), System professional and council list servs, CBIA and EAMA, CSCU website and sent to all 17 institutions.

Position Summary:

The Connecticut State Colleges and University System (CSCU) invites applications and nominations for the position of Associate Vice President for Academic Affairs. The position

assists with all manner of academic administration, policy, and planning, and leads system-wide initiatives at the direction of the Provost. This position seeks an energetic and enthusiastic academic leader with a successful record of administrative leadership in higher education and preferably with a thorough understanding of community colleges and universities. The Associate Vice President should possess the ability to work collegially and respond effectively to the needs of the Connecticut State Colleges and University System and its 17 constituent institutions. The Associate Vice President will have a vital role in the Students First Initiative. The Associate Vice President works closely with a wide range of state, system and campus constituencies and reporting agencies. A terminal degree is required. The successful candidate should be results-oriented, skilled at problem solving with the ability to work independently and efficiently, be a strong manager with good budgetary skills and the ability to work in a collaborative manner with the academic leadership at the 17 institutions across the system. This position reports to the CSCU Provost and Senior Vice President for Academic and Student Affairs.

- Major Accountabilities:**
1. Foster a culture of diversity and inclusion.
 2. Participate in regional accreditation visits on behalf of the system for the 17 institutions.
 3. Responsible for facilitating the academic program proposal process including new academic programs, program modifications, and program terminations, with a focus on community colleges.
 4. In support of the Board of Regents, manage and maintain academic policies and procedures designed to promote academic excellence and support student success.
 5. Collaborate with the system Academic Council in long-range academic planning and implementation including curricular and academic program planning and high impact practices.
 6. Support and participate in assessment and system/institutional effectiveness efforts.
 7. Help to facilitate academic initiatives such as dual enrollment, 2nd chance Pell, A to B, etc.
 8. Work with the Government Relations Director to review legislation and analyze impact on CSCU.
 9. Assist with reports, including minor and substantive change documentation to the Connecticut Office of Higher Education and the New England Commission of Higher Education (NECHE).
 10. Manage implementation, maintenance, and assessment of the BOR Transfer and Articulation Policy.
 11. Oversee implementation, maintenance, and assessment of remedial education reform resulting from Public Act No. 12-40.
 12. Coordinate academic affairs projects including library consortium and academic and student affairs policy revisions.
 13. Assist in supporting the BOR Faculty Advisory Council.
 14. Assist in supporting the BOR Academic and Student Affairs Committee.
 15. Research and provide advice on student support software for advising, registration, etc.
 16. Collaborate with the Office of Research and System Effectiveness to provide reports to the System Office, the Board of Regents, legislators, and the leadership of the 17 institutions that assist academic planning and decision making.
 17. Promote and support faculty training to ensure best practices in teaching and learning.
 18. Review documentation for promotion and tenure and summarize recommendations to the Provost regarding personnel action.
 19. Chair the Academic Calendar Committee.

20. Serve on relevant committees, workshops, and taskforces in support of CSCU system objectives.
21. Support management of federal and state grants at the system level in support of academic initiatives.
22. Support facilitation of curricular conversations within and across academic disciplines among 17 institutions.
23. Promote and support best practices for curriculum and program design.
24. Assist with consortia arrangements at the state, regional, national and international levels.

Minimum Qualifications:

A terminal degree, a PH. D or equivalent. A minimum of 15 years of progressive experience in higher education, including evidence of institutional leadership and transfer articulation. Demonstrated commitment to shared governance and evidence of collaborative and consultative decision-making. Excellent organizational, interpersonal, presentation, writing and editing skills. Ability to communicate effectively with diverse constituencies. Demonstrated skills in planning and project implementation. Demonstrated evidence to meet timelines and be responsive to system and campus requests. Knowledge of best practices, current issues, and future trends in higher education. Proven experience in curriculum development and evidence of having served on various academic/governance committees. Proven ability to provide leadership in a culture that values collegial decision-making. Ability to create and maintain strong relationships within a multi-dimensional environment. Utmost discretion in dealing with confidential information. Knowledge of accreditation agencies, standards, and policies. Knowledge of distance education and use of technology in instruction. Budgeting and managerial experience. Experience working with state and system governing boards.

Two (2) internal candidates applied and were interviewed: 1 WM and 1 BF

The selected (WM) had presented evidence of his direct experience collaborating, consensus building, knowledge of Connecticut’s colleges, teaching experience in the community college, and commitment to serve students throughout the interview process. He had extensive experience with NECHE standards and wrote related reports and had in-depth familiarity with CSCU Trans Articulation Program (TAP). He had applied knowledge of Guided Pathways, academic program consolidation, experience assessing program outcomes through the lens of equity and inclusion.

VICE PRESIDENT OF HUMAN RESOURCES

1 WM

The hiring goals for WF and BM were previously achieved.

Academic Career & Executive Search is pleased to assist Connecticut State Colleges and Universities System in their search for a highly accomplished Vice President for Human Resources.

The job announcement was advertised broadly nationally and statewide.

The Vice President position offers a rewarding opportunity for a collaborative, solutions driven human resources professional. This is a critical role in the Connecticut State Colleges and Universities System called upon to redesign existing systems and processes for over 10,000 employees of the State's system office and seventeen colleges and universities and provide transformational leadership in the design, development, and implementation of new system-wide human resource policies and practices to meet the needs of the newly developed community college system.

This is a critical role carrying full responsibility for the vision, leadership and administration of system-wide human resources, labor relations and employee relations programs. The Vice President also ensures HR operations are delivered in a uniformly high quality, efficient and law/regulation/policy compliant manner across the CSCU System.

The ideal candidate is an accomplished human resources executive with a comprehensive background in public sector/higher education human resources, experience in labor relations and change management. This position requires an excellent listener, willing to work across channels to promote strong, working relationships with constituents across the System as well as in labor relations. The ideal candidate is transparent, diplomatic and an excellent communicator, able to clearly convey and disseminate information across the System.

The Vice President of Human Resources position reports directly to the CSCU President and offers excellent benefits. Located at the System's central office, the position supports the CSCU President, college and university leadership, and the Board of Regents in meeting organizational and employee needs for human resource solutions that support and further the CSCU mission for the System. The position influences system-wide classified and unclassified personnel services for over 10,000 employees and expenses of approximately \$955 million annually.

The position directly supervises the Director of HR Administration, Labor Relations Associate and Manager of Inclusion and Diversity in the System Office and provides technical assistance to Chief HR Directors at the twelve community colleges, Charter Oak State College and Chief HR Officers at the four state universities and Charter Oak State College.

ESSENTIAL DUTIES: Vice President for Human Resources

1. Develop strategic and effective initiatives for enhancing the capabilities of the CSCU System's workforce at all levels and in all occupational groups toward achievement of the System's academic mission and educational strategies.
2. Create and develop constructive relationships with key representatives of collective bargaining units on behalf of the CSCU System through which legitimate rights of all employees are respected and protected. These relationships contribute to a harmonious joint effort to simultaneously achieve positive accomplishments by the workforce in concert with achieving the CSCU System's mission.
3. Develop, recommend and implement programs, policies and procedures to assist in the effective management of each institution's human resources and labor relations practices. This includes such actions as taking (or identifying) positive and pro-active steps to enhance

employer/employee relations as well as determining the impact and application of legislation and regulations and advising managers on proper action for compliance.

4. Provide effective labor relations services for the System and its institutions. Provide effective representation of the interests of the CSCU System and its workforce in matters such as grievances at all steps of the grievance process, including arbitration, unfair labor practice complaint hearings, and other administrative hearings, as well as to serve as a reliable witness in legal proceedings. This duty also includes assisting managers in related matters such as proper treatment of discipline cases and case preparations. This accountability includes researching and writing or directing the preparation of arbitration briefs and other administrative documents.

5. Conduct fair, effective and efficient labor contract and related negotiations, with collective bargaining units which represent members of the System's workforce toward achieving the System's academic mission and educational strategies.

6. Oversee System-wide office human resource, affirmative action and equal opportunity programs administration. Manage and develop a Human Resources and Labor Relations staff with the objective of providing sound and effective human resources management and labor relations programs and policies for optimizing the constructive utilization of the System's workforce.

7. Represent the agency before the Commission on Human Rights and Opportunities (CHRO) or the U.S. Equal Employment Opportunity Commission (EEOC), review empirical information, conduct necessary interviews, and draw appropriate conclusions in response to complaints filed, communicate with CHRO throughout the CHRO complaint process and assist in the development of the agency's legal position concerning the complaint.

8. Provide ongoing direction to the development of sound human resource management policies and practices through ongoing research, training, and assessment of current issues and emerging needs of practitioners for meeting future human resource requirements of the System.

Required Qualifications:

- Minimum of a Master's degree in human resource or labor relations management, public administration, organizational behavior or a related field.
- No less than seven years of related human resource and labor relations management experience in a public or private institution of higher education at a managerial level.

or

- A combination of education, training and experience, which would lead to the competencies required for successful performance of the position's essential duties.
- Demonstrated ability to carry out the full range of professional human resource and labor relations management functions in a public institution of higher education.

- Demonstrated ability to understand, interpret, apply and advise on complex laws and regulations affecting human resource management, labor relations, and related fields such as insurance and workers' compensation.
- Demonstrated ability to conduct strategic management and provide leadership and direction to diverse groups, as well as to advise managers and counsel employees in employment-related matters.
- Demonstrated ability to conduct effective hearings, presentations and negotiations on sensitive and contested labor relations issues.

Preferred Qualifications:

- Experience in a diverse public higher education system, that includes collective bargaining agreements for faculty, non-teaching professional and classified personnel.

About Connecticut State Colleges and Universities (CSCU)

The Connecticut State Colleges and Universities (CSCU) are a system of 17 public colleges and universities across Connecticut, under the governing authority of the Board of Regents for Higher Education (BOR). There are three constituent units of CSCU: the four Connecticut state universities (CSU), the 12 Connecticut community colleges (CCC), and Charter Oak State College (COSC). As of the fall 2018 semester, the system serves more than 140,000 undergraduate and graduate students through noncredit, certificate, and degree programs.

Eleven (11) candidates applied: 3 WM, 6 WF, and 2 BF

Five (5) candidates did not meet the minimum qualifications: 4 WF and 1 BF. They did not have Minimum of a Master's degree in human resource or labor relations management, public administration, organizational behavior or a related field

Six (6) candidates were interviewed: 3 WM, 2 WF and 1 BF

One (1) White male selected had over 30 years of human resources administration experience that included labor relations, recruitment, affirmative action/equal employment opportunity, compensation and classification, benefits and human resources administration. His former position was a Global HR Director working across 40 countries with 200 legal entities and 19 labor unions and worker councils. His human resources background experience was in higher education, corporate and international.

ASSOCIATE VP ACADEMIC AFFAIRS

1 WM

The hiring goals for WF and BM were previously achieved.

This employee was moved into a full time position from part time position. No other applicants were eligible for this position. One (1) candidate applied, was interviewed and selected.

PROFESSIONAL NON-FACULTY

Hiring Goals

6 White Females
2 Hispanic Males
1 Hispanic Female
2 AAIANHNPI Males

DIRECTOR OF FINANCE & ACCOUNTING

1 WF

This appointment achieved a hiring goal.

This position was announced on the CSCU Website and the CT Department of Labor Website. The position announcement was also sent to the Connecticut Association of Diversity and Equity Professionals (CADEP).

Position Summary:

Located in Hartford, CT, this Director of Finance & Accounting position is responsible for the overall direction and supervision of the CSCU community college finance and accounting operations, including oversight of accounting policies and procedures, journal entries within the general ledger, internal and external financial reporting, completion of audits and compliance related matters. The incumbent will be considered a lead agent on various finance initiatives and responsible for maintaining a structure which promotes sound fiscal management across the Community College system with extensions out to the Universities and Charter Oak State College. The roles and responsibilities of this position may evolve over time and adapt to structural changes which may be made in the next few years.

Essential Duties and Major Accountabilities:

Manage the CSCU Finance & Accounting Office and supervises department staff. Ensure that all essential monthly accounting control functions are accomplished including all necessary reconciliations. Furnish training to staff as required, and develop and provide reporting tools on a monthly basis. Incumbent may be required to present information on a formal basis to executives or outside professionals.

Accounting:

Develop and manage the establishment, promulgation and adoption of consistent system-wide accounting policy and procedures. This includes such actions as developing and disseminating guidelines and instructions, providing additional guidance to financial officers of colleges, universities and System Office staff on proper accounting procedures, reviewing System-wide accounting entries for soundness, reasonableness, and accuracy, consulting with colleges and universities' financial staff on accounting policy and procedure, and presenting financial reports as needed to senior management, the Board of Regents and other state fiscal oversight bodies.

Develop and manage the proper accounting treatment for transaction; maintaining the general ledger, and administering and supervising accurate monthly reporting.

Assist in leading the development of system-wide finance processes and the implementation of system-wide finance systems. Manage finance system set-up and security access to system office-managed finance systems.

Provide finance and system support to community college campuses including; documentation, directions and training. Identify system enhancements to programs, reports and queries. In coordination with IT, write functional specifications to program, test, implement changes and manage and monitor finance system interfaces with both internal and external systems.

Financial Reporting:

Develop, prepare, and present complex analyses, reports and financial statements on areas of financial and fiscal control, such as cash projections, debt management, financial aid, and applicable changes in tax code. Lead system wide task forces and committees as appropriate. Research and respond to various requests for information from internal and external contacts.

Develop and manage reporting to other outside agencies, such as the Department of Higher Education, Department of Administrative Services, the Office of the State Comptroller and other external entities as necessary. Ensure that accurate and consistent data and accounting treatments are applied for all reports. Oversee and develop staff in the in-depth analysis of System wide reports.

Audit & Compliance:

Manage the CSCU community college annual financial audit. This includes providing education and guidance to the financial officers of the universities/colleges on required submissions to outside auditors, development of System wide entries and analysis, and the timely closing of entries and the application of consistent accounting throughout the System.

Initiatives:

Assist in identifying, developing and leading system wide efficiency initiatives related to the finance and accounting functions and support the CSCU Controller in the management and coordination of large complex projects. Work with a diverse set of stakeholders to develop consensus and achieve identified goals.

Minimum Qualifications:

Bachelor's level degree in accounting, finance, business or public administration required. Master's degree preferred. Seven years of progressive experience in accounting and financial management. Demonstrated ability to determine and apply professional accounting standards for the financial control of large, complex, multiple location organizations using computerized accounting systems. Demonstrated ability to direct professional and para-professional accounting staff. Demonstrated ability to apply sound professional judgment and initiative.

-Advanced knowledge of Microsoft Office Suite, specifically the ability to manage communications and schedules through Microsoft Outlook, shape and interpret financial data within Microsoft Excel, and effectively present utilizing Microsoft PowerPoint.

- Functional knowledge of Generally Accepted Accounting Principles (GAAP) and the application of Government Accounting Standards Board (GASB) standards. Advanced knowledge of GAAP/GASB and experience preparing annual financial statements preferred.
- Advanced knowledge of the Ellucian Banner Finance system preferred.
- Experience with external and internal audits conducted under State, Federal and national frameworks preferred.
- Working or advanced knowledge of the CSCU system preferred.

Six (6) candidates applied: 1 WM and 5 WF

Three (3) candidates did not meet the minimum qualifications: 1 WM and 2 WF
They did not have the required seven (7) years of progressive experience in accounting and financial management.

Three (3) candidates were interviewed: 3 WF

The selected candidate (WF) had extensive experience in accounting, finance, budgets and planning. She has experience producing financial statements and reports. She had a solid foundation in accounting processes and internal control frameworks. She also had a CPA designation.

ASSISTANT DIRECTOR OF FINANCIAL AID

2 WF

Both of these appointments achieved hiring goals.

The position was posted internally for all SUOAF union members at each of the universities. The position announcement was also advertised on the CT Association of Professional Financial Aid listserv and also on the CSCU Website.

Position Summary:

The Assistant Director of Financial Aid Services assists in the operation of the financial aid programs and services for the Connecticut State Colleges & Universities. The Assistant Director serves as the primary contact for the twelve community colleges using Ellucian's Banner Financial Aid module. The Assistant Director is charged with the day-to-day responsibility of providing functional user support to community college financial aid staff. In addition, the incumbent consults regularly with the CSCU System Office Information Technology staff in ensuring the proper operation of the Banner Financial Aid module.

The incumbent must possess a broad knowledge of US Department of Education rules and regulations. This requires a working knowledge of both federal and state compliance matters. The Assistant Director must be proficient in analyzing and making recommendations on topics such as student debt, financial literacy, gainful employment, and other current regulatory issues.

Examples of Essential Duties and Accountabilities:

The following examples of duties and accountabilities illustrate the general range of tasks assigned to the position but are not intended to define the limits of required duties. Other essential duties may be assigned consistent with the general scope of the position.

A. Program Operation and Maintenance:

Consistent with financial aid practices and systems, and federal and state requirements, the Assistant Director is accountable for the following:

1. Assisting in the development, adaptation, and maintenance of the financial aid information system to meet the needs of CSCU and its institutions;
2. Working with technical staff to identify and resolve system problems.

B. User Support Services

The Assistant Director is responsible for the following support functions:

1. Serving as the primary contact person and resource for financial aid staff at the community colleges, and providing functional assistance on a daily basis in the use of the Banner Financial Aid module;
2. Working with technical staff in providing consistent and reliable user support services to the CSCU financial aid community;
3. Develops extracts with the assistance of the user community;
4. Maintains an inventory of financial aid reports and training materials;
5. Maintains and supports the appropriate use of rule and validation forms;
6. Identifies the need and prepares specifications for functional improvements and enhancements;
7. Assists end users in report generation and use;
8. Maintains website content.

C. Liaison to Users, Technical Staff and External Agencies:

As assigned by the Director, the Assistant Director is accountable for the following:

1. Liaison between staff at college Financial Aid Offices and the System Office regarding operation of the system at the college level. Works closely with technical staff to identify system problems and help resolve/test during the maintenance or implementation process;
2. Assisting the Director in the development of communication material with external agencies regarding regulations and programs which will have an impact on the manner in which information systems are utilized;
3. Authorizing changes to Banner security access levels;
4. Identifying trends, issues, and problems, then developing potential solutions and recommendations to the attention of the Director.

D. Training and Development

The Assistant Director may be responsible for training and related services to staff members at institutions as follows:

1. Working with institution staff in the implementation and maintenance of new or underutilized Banner functions and maximizing effective use of the database;

2. Preparing, maintaining and distributing end-user documentation and training materials;
3. Participating in the coordination and delivery of training sessions for end-users;
4. Assisting CSCU personnel who require familiarity or training in the use of various Banner Financial Aid functions.

Minimum Qualifications:

Incumbents are required to have demonstrated advanced knowledge and abilities in the following areas:

- Substantial experience with financial aid information systems;
- Comprehensive knowledge of financial aid rules and regulations;
- Training and assisting staff members in a higher education environment;
- Interacting favorably with staff, federal, state and other agency personnel;
- Familiarity with funding sources, their policies and regulations;
- Effective oral and written communications skills.

These skills and abilities are acquired through a combination of education, training and experience which would include a Bachelor's degree in a related field together with two to four years of related experience; or a combination of education, training and experience which would lead to the competencies required for successful performance of the position's essential duties.

Work Environment

Incumbents perform most of their work in office settings where minimal physical effort is required. Incumbents operate personal computers and related equipment. Normally, travel is not required except for attendance at regional or central meetings and conferences. Incumbents will be required to deliver or participate in assistance and training activities and workshops at campuses within the CSCU system. These duties may involve attendance at evening or weekend events.

Fifteen (15) candidates applied: 2 WM, 6 WF, 2 BM, 2 HF and 3 UM

Eight (8) candidates did not meet the minimum qualifications:

1 WM, 1BM, 1 HF and 1 UM did not submit complete application paperwork that included a cover letter, resume, CSCU application and three (3) professional references.

1 WF, 1 HF and 2 UM did not have the required two (2) to four (4) years of related experience.

Seven (7) candidates were interviewed: 1 WM, 5 WF and 1 BM

The selected goal candidate (WF) had ten (10) years of financial aid experience and worked with financial systems at another higher education institution similar to Banner. She had experience with financial aid rules, regulations and different types of funding sources.

The other selected goal candidate (WF) had eight (8) years of financial aid experience. She had experience providing training to new staff members on updates or changes to financial aid rules and regulations. She also had experience with financial aid systems, reports and funding.

This appointment achieved a hiring goal.

The position announcement was advertised in the Chronicle of Higher Education, higheredjobs.com and on the CSCU website. The position announcement was shared with a network of student success professionals at a national conference.

Position Summary

The Associate Director is an integral member of a team that fosters a process in which faculty, staff, students, and administrators collaboratively develop a culture of academic and personal success for CSCU students. These efforts further include partners across the educational and workforce development spectrum.

The CSCU Student Success Center is one of fifteen such centers nationwide. The centers in this network collaborate across states and with national experts to consider ideas that can improve student persistence and completion. As a representative of the CSCU in this network, the Associate Director connects the system with further resources and opportunities for the expansion of student success in the CSCU.

Major Accountabilities

- Support, and in the absence of the Executive Director lead an advisory team with key CSCU stakeholders to help develop and implement student success goals
- Lead an ongoing process for system-wide assessments of student success efforts, for example via the Community College Research Center's Scale of Adoption Assessment process, and develop summary reports of the results
- Support and when appropriate lead specific student success efforts, including those included in the implementation of Guided Pathways in the CSCU system
- Support CSCU system efforts toward college and university sustainability
- Actively engage with national partners to collaborate on student success initiatives, participate in relevant national networks and convenings, and raise the profile of the CSCU system
- Support all Center staff and help maintain an environment in which staff may develop and thrive professionally
- Lead and assist the Executive Director in the planning, organizing, and implementation of statewide convenings, programs, and events aligned to the Center's goals
- Provide support to Center activities including communications, registration, compilation of records, reports of proceedings, calendar maintenance, and related arrangements
- Support continuity and long-term buy-in for the student success agenda through consistent internal communication and reports on student success efforts and achievements
- Communicate with and respond to inquiries from internal and external stakeholders and interested parties on behalf of the Center
- Support the development and maintenance of a Center marketing and public relations strategy, ensuring the Center's mission and accomplishments are consistently presented in a strong, positive manner to relevant stakeholders
- Travel, as required, both in and out of state to professional development events and related convenings, especially those relevant to the advancement of student success

Minimum Qualifications

Master's degree in a related area and a minimum of two to five years' experience in higher education leadership, student success and completion issues.

Experience in working with collaborative initiatives, college administrators and faculty, and building consensus and strong partnerships.

Demonstrated ability to support the Center's strategic direction, define problems, collect data, and establish facts.

Ability to collaborate with a variety of state and national professionals, prioritize tasks, and communicate clearly and effectively through oral presentations and in writing.

Thirty-five (35) candidates applied: 7 WM, 11WF, 2 BM, 7 BF, 2 HF, 3 UM and 3 UF

Twenty-eight (28) candidates did not meet the minimum qualifications:

1 WM, 1 BM, 2 BF, 1 UM did not submit a complete application package that included a cover letter, resume, CSCU application and three (3) professional references.

4 WM, 4 WF, 3 BF, 1 UM and 1 UF did not have the required Master's degree.

1 WM, 4 WF, 2 BF, 1 HF, 1 UM and 1 UF did not have the required two to five years' experience in higher education leadership, student success and completion issues

Three (3) candidates were contacted for an interview but withdrew from consideration.

1BM, 1 HF and 1 UF.

Four (4) candidates were interviewed: 1 WM, 3 WF

The selected goal candidate (WF) had experience working with education technology, peer monitoring, First Year Experience programs, coaching and advising and worked with learning communities and with a number of other student success initiatives in previous and current positions. She had experience in higher education and had exceptional connection by candidate to theory of change and research based beliefs in regard to adoption of guided pathways practices across the Connecticut State Colleges and Universities.

She had a direct awareness of Students First initiatives and Guided Pathways work and has work experience reviewing and understanding the Student Success Center Network and Jobs for the Future.

ASSOCIATE FOR FINANCE & ACCOUNTING

1WF

This appointment achieved a hiring goal.

The position announcement was mailed to SUOAF union members, CSCU and DOL websites.

Position Summary

The CSCU Finance Division oversees and manages the financial system for twelve (12) community colleges, four (4) state universities, and Charter Oak State College. This Associate for Finance & Accounting position in the CSCU System Office Finance Division will be responsible for complex accounting functions and financial reporting in support of this system.

This position will also assist in the application of the CSCU automated financial system to the consistent recording and reporting of financial transactions to ensure alignment with Board of Regents' policy, and state and federal statutes. This is a State University Organization of Administrative Faculty (SUOAF) Bargaining Unit position located at the CSCU System Office in Hartford.

Essential Responsibilities

Develop and maintain a current knowledge of GAAP standards and guidelines along with applicable State of Connecticut General Statutes, government and higher education policies and procedures.

Participate in the maintenance of coding structures to ensure that all financial activity is properly reflected in the financial records of both internal and external financial systems.

Prepare monthly Operating Fund, Bond Fund, General Fund and Check Writing reconciliations, including the investigation and resolution of outstanding items. Maintain the financial reporting of payroll activities and reconciliations of payroll expenditures to systems, including calculation of workers' compensation.

Review key operating and general ledger accounts and other activities that impact the General Ledger, to ensure that correct practices are being followed, consult with and advise CSCU institutions regarding problems, solutions and proper methods.

Prepare and consolidate the monthly Non-appropriated Cash Status Report for the CSCU system. Compile data and prepare reports, statements, studies and analysis as required for internal and external entities such as internal auditors, external auditors, Auditors of Public Accounts (APA), Office of the Treasurer (OTT), and the Office of the State Comptroller (OSC).

Prepare high-level financial reports such as IPEDS, STIF, SEFA, GAAP and other financial reports as assigned.

Responsible for year-end and start up GASB entries, including Depreciation, Allocation of Summer Tuition Revenue, Accruals for Salary, Fringe, Accounts Payable, Allowance for Doubtful Accounts, Unrecorded Liabilities and Prepaid Expenses.

Participate in the preparation of year-end audited financial statements for the CSCU system and Foundations, including extracting financial data, assembling data into statement format, and reviewing accuracy of submitted footnotes. Participate in the internal administration of external audits.

Prepare detailed functional specifications for custom financial reports and revisions. Perform comprehensive testing for all system upgrades and other changes.

Provide functional support and collaborate with the Information Technology team to research and trouble-shoot user and system problems, develop, test, communicate, document and implement solutions for fixed assets, payroll and finance modules as assigned.

Participate in the development and maintenance of procedure manuals and training documentation. Provide general functional training for fixed assets, payroll and finance to end users.

Perform system-wide year-end fixed asset reconciliation, including review and update of records and coordination of System Office inventory.

Perform and oversee reconciliation of internal financial records to those of the State, and of general and subsidiary ledger accounts in one or more of the following areas: cash and cash equivalents, account receivable, accounts payable, grants, financial aid, and fixed assets.

Prepare and process journal entries for expense vouchers, transfer invoices, payroll recovery and year end entries.

Assist in the development of accounting and financial procedures and provide accounting support and training to the CSCU system.

Prepare financial data in support of system-wide indirect cost rates for use in grant proposal writing.

Minimum Qualifications

A Bachelor's degree in accounting or related field required. Master's Degree preferred. Minimum of four years' experience in accounting in the areas of preparation of financial statements, finance experience in a non-profit or public organization, and experience in the evaluation of accounting systems, policies and 3 procedures. Ability to use computer and associated software; strong oral and written communication skills; and considerable interpersonal skills are required. These qualifications may be waived for individuals with appropriate alternate experience.

Twenty (20) candidates applied: 6 WM, 4 WF, 1 BM, 3 BF, 1 HM, 4 UM and 1 UF.

Twelve (12) candidates did not meet the minimum qualifications: 2 WM, 3 WF, 2 BF, 1 HM, 3 UM and 1 UF.

2 WM, 3 WF and 2 UM did not have four (4) years' experience in accounting in the areas of preparation of financial statements, finance experience in a non-profit or public organization, and experience in the evaluation of accounting systems, policies and 3 procedures.

2 BF, 1 HM, 1 UM and 1 UF did not submit a complete application package that included a cover letter, resume, CSCU application and three (3) professional references.

Eight (8) candidates were interviewed: 4 WM, 1 WF, 1 BM, 1 BF and 1 UM.

The selected goal candidate (WF) had finance office experience that focused on accounting principles and creating all types of financial statements and reports. She had worked with Excel, Banner and the financial modules of CORE-CT. She had worked in a higher education instruction and also had governmental accounting experience.

ASSISTANT COUNSEL

1WF

With this hire, all goals for WF were achieved.

The position announcement was advertised on the National Lawyers Association and National Employment Lawyers Association websites and also CSCU and DOL Websites.

Reporting to the Counsel of the Connecticut State College and University System, the Assistant Counsel provides legal support and guidance on a full range of higher education issues impacting the seventeen campuses within the jurisdiction of the CSCU System. This position provides legal support to address campus needs which often means managing discrimination complaints from both students and employees, providing interpretations of statutes, regulations and policies, addressing legal questions as they arise and providing training to assure legal compliance and coordinating the Civil Rights Law Compliance, the assessment of the registered sex offenders for the 12 Community Colleges and may serve as System Representative to certain Councils.

Essential Duties:

- Conducts legal research on complex issues relating to CSCU and the institutions within it.
- Supplies legal guidance in the form of written memoranda and oral presentations.
- Provides legal advice to academic and administrative leaders of CSCU on a variety of substantive issues.
- Represents senior administrative, executives and managers in administrative hearings; serves as contact person for litigation matters and Attorney General designee for CHRO; responds to CHRO complaints.
- Develops training materials and other resources as needed, coordinates training for institutions on legal issues with a particular focus on Freedom of Information, copyright, intellectual property, and information technology.
- Drafts and participates in the administrative review of contracts, leases, licenses, royalty agreements and other documents through which CSCU transacts its legal business.
- Monitors and assists with matters in litigation as necessary.
- Supports and provides legal advice to Academic and Student Affairs Staff; manages and responds to complaints from parents and students.
- Keeps abreast of issues and developments in legal specialty areas by reading journals, attending professional conferences, and conferring with colleagues nationwide.
- Supports legislative liaison and reviews drafts of proposed legislation.
- Drafts and vets policy for review and adoption.
- Conducts investigations as required.
- Receives, reviews and responds to Freedom of Information requests.

Minimum Qualifications:

Considerable knowledge and ability to interpret relevant state and federal laws, statutes, and regulations; considerable knowledge of legal practices and procedures in federal courts and state venues; considerable knowledge of legislative processes at the state and federal level; considerable knowledge of management principles and techniques; considerable interpersonal skills and considerable oral and written communication skills.

Must be admitted to practice law in the State of Connecticut. Three (3) years of experience is required of which one (1) year of experience must be related to public service, education or employment.

Must be able to drive and be willing to travel throughout State.

Personal Attributes:

Ability to analyze the risk presented in a wide variety of situations, and to advise internal clients on acceptable levels of risk and risk mitigation strategies. The position requires consistent exercise of sound judgment, often under time pressure and without complete information.

Possess strong organizational skills; demonstrated ability to work independently; ability to learn quickly, to assess a situation accurately and render timely, practical advice. Strong interpersonal skills, ability to communicate and manage well at all levels of the organization and with staff at remote locations is essential.

Preferred Qualifications:

Five (5) years of experience is required of which three (3) years of experience must be related to public service, education or employment.

Seven (7) candidates applied: 1 WM, 3 WF and 3 UF.

Three (3) candidates did not meet the minimum qualifications: 1 WM and 2 UF

They were not admitted to practice law in the State of Connecticut.

Four (4) candidates were interviewed: 3 WF and 1 UF

The selected goal candidate (WF) was a member of the New York bar and had experience from the Office of General Counsel, CUNY. She was going through the process to have the Connecticut bar waived and had the paperwork to verify the waiver was being granted. She had experience working at a large public university system and dealt with a myriad of issues and complaint investigations.

ASSISTANT COUNSEL

1WF

The hiring goal for WF was previously achieved.

The position announcement was advertised on the National Lawyers Association and National Employment Lawyers Association websites and also CSCU and DOL Websites.

Reporting to the Counsel of the Connecticut State College and University System, the Assistant Counsel provides legal support and guidance on a full range of higher education issues impacting the seventeen campuses within the jurisdiction of the CSCU System. This position provides legal support to address campus needs which often means managing discrimination complaints from both students and employees, providing interpretations of statutes, regulations and policies, addressing legal questions as they arise and providing training to assure legal compliance and coordinating the Civil Rights Law Compliance, the assessment of the registered sex offenders for the 12 Community Colleges and may serve as System Representative to certain Councils.

Essential Duties:

- Conducts legal research on complex issues relating to CSCU and the institutions within it.
- Supplies legal guidance in the form of written memoranda and oral presentations.
- Provides legal advice to academic and administrative leaders of CSCU on a variety of substantive issues.
- Represents senior administrative, executives and managers in administrative hearings; serves as contact person for litigation matters and Attorney General designee for CHRO; responds to CHRO complaints.
- Develops training materials and other resources as needed, coordinates training for institutions on legal issues with a particular focus on Freedom of Information, copyright, intellectual property, and information technology.
- Drafts and participates in the administrative review of contracts, leases, licenses, royalty agreements and other documents through which CSCU transacts its legal business.
- Monitors and assists with matters in litigation as necessary.
- Supports and provides legal advice to Academic and Student Affairs Staff; manages and responds to complaints from parents and students.
- Keeps abreast of issues and developments in legal specialty areas by reading journals, attending professional conferences, and conferring with colleagues nationwide.
- Supports legislative liaison and reviews drafts of proposed legislation.
- Drafts and vets policy for review and adoption.
- Conducts investigations as required.
- Receives, reviews and responds to Freedom of Information requests.

Minimum Qualifications:

Considerable knowledge and ability to interpret relevant state and federal laws, statutes, and regulations; considerable knowledge of legal practices and procedures in federal courts and state venues; considerable knowledge of legislative processes at the state and federal level; considerable knowledge of management principles and techniques; considerable interpersonal skills and considerable oral and written communication skills.

Must be admitted to practice law in the State of Connecticut. Three (3) years of experience is required of which one (1) year of experience must be related to public service, education or employment.

Must be able to drive and be willing to travel throughout State.

Personal Attributes:

Ability to analyze the risk presented in a wide variety of situations, and to advise internal clients on acceptable levels of risk and risk mitigation strategies. The position requires consistent exercise of sound judgment, often under time pressure and without complete information. Possess strong organizational skills; demonstrated ability to work independently; ability to learn quickly, to assess a situation accurately and render timely, practical advice. Strong interpersonal skills, ability to communicate and manage well at all levels of the organization and with staff at remote locations is essential.

Preferred Qualifications:

Five (5) years of experience is required of which three (3) years of experience must be related to public service, education or employment.

Fifteen (15) candidates applied: 4 WM, 7 WF, 1 BM, 1 BF, 1 OM and 1UF

Seven (7) candidates did not meet the minimum qualifications: 1 WM, 4WF, 1 OM and 1 UF

1WM and 1 WF did not have the required three (3) years of experience of which one (1) year of experience must be related to public service, education or employment.

3 WF, 1 OM and 1 UF did not submit the required application paperwork that included a cover letter, resume, CSCU application and three (3) professional references.

Eight (8) candidates were interviewed: 3 WM, 3 WF, 1 BM and 1 BF

The selected candidate (WF) was in private practice with the law firm Gordon & Rees Scull Mansukhani and handled employment law cases. She had a range of litigation experience including employment discrimination, sexual harassment and retaliation claims as well as some experience in commercial real estate transaction. She is a member of the CT Bar Association.

CONTROLLER

1 WF

The hiring goal for WF was previously achieved.

The position announcement was advertised on the CSCU and DOL Websites. This announcement was also sent to a few of the accounting, budget and financial associations that the System Office Finance Department had active memberships.

Position Summary: The Controller is responsible for all aspects of accounting, annual reporting, internal control, policies and procedures, cash management, and treasury functions related to the Connecticut State Colleges & Universities' seventeen universities, colleges, and on-line state college. The Controller directs all aspects of finance, accounting, audits and risk management functions for the organization. The position is located at the System's central office and serves as a resource to the seventeen institutions. The position is also the central officer for annual reports and all audits, both external and internal. The system-wide operating budget is in excess of \$1 billion.

Supervisory Responsibilities: The position reports to the Chief Financial Officer. The position directly supervises full- and part-time professionals, and may direct part-time student workers.

Position Duties and Responsibilities: 1. Supervise employees engaged in system office accounting, grant accounting, community colleges' accounting services, university accounting services, and accounts payable/receivable. 2. Maintain the standard chart of accounts throughout the system. 3. Develop and publish annual reports required by regulations, currently three: (1) universities, (2) colleges, and (3) Charter Oak State College. Work with outside auditors to ensure all aspects of GASB and/or GAAP are met. Align all three reports in terms of content and format. 4. Supervise grant reporting as required. 5. Support System Office Facilities organization with accounting and tracking assistance. 6. Coordinate with IT on system-wide infrastructure management and periodic upgrades related to bond-funded capital improvements. 7. Develop and maintain a system-wide set of policies for accounting and purchasing procedures. 8. Ensure all external and internal audit reports are responded to promptly, and review and approve all responses, ensuring internal controls are secure. 9. Administer the first Enterprise Risk Management assessment, and update as deemed necessary. 10. Coordinate with Director of Budgets and Planning to ensure quarterly cash reporting is aligned with budget and Finance Committee requirements.

Qualifications: Knowledge of finance, accounting, budgeting, and cost control principles including Generally Accepted Accounting Principles. Knowledge of automated financial and accounting reporting systems. Knowledge of federal and state financial regulations. Ability to analyze financial data and prepare financial reports, statements and projections. Work requires professional written and verbal communication and interpersonal skills. Ability to motivate teams to produce quality materials within tight timeframes and simultaneously manage several projects. Ability to participate in and facilitate group meetings. Experience with management of enterprise financial systems required. Banner and PeopleSoft experience preferred. This is normally acquired through a combination of the completion of a Master's Degree in Finance or Accounting and a minimum of five (5) years of experience in a senior-level finance or accounting position. A CPA or CMA is preferred but not required. Work requires willingness to work a flexible schedule.

Work Environment: Incumbents typically perform their work in offices. The work involves extensive use of personal computers, but does not, normally, involve any significant physical effort. Reasonable accommodation will be made for incumbents and candidates with physical limitations. Incumbents are expected to travel between campuses and to the System Office to attend meetings, collaborate on projects, and provide general support to campuses.

Twelve (12) candidates applied: 3 WM, 4 WF, 1 BF, 1 UM and 3 UF

Seven (7) candidates did not meet the minimum qualifications:

1 WM, 2 WF, 1 BF, 1UM and 2 UF did not have a combination of experience that included the completion of a Master's Degree in Finance or Accounting and a minimum of five (5) years of experience in a senior-level finance or accounting position.

Five (5) candidates were interviewed: 2 WM, 2 WF, and 1 UF.

The selected candidate (WF) had extensive experience auditing financial statements including nonprofit sector accounting. She had knowledge of accounting principles and budgeting. She had experience with detailed audits and complex findings. She also is a CPA.

ASSOCIATE FOR BUDGET & FINANCE

1 WF

The hiring goal for WF was previously achieved.

The position announcement was advertised to all internal SUOAF union members through the Connecticut State Colleges and Universities (CSCU).

One (1) WF SUOAF employee from Southern CT State University applied, was interviewed and offered the position. Active SUOAF employees have first rights to positions throughout the CSCU campuses and the System Office.

EXEC DIR OF STRAT INITIATIVES, SPONSORED RES & STUD AFFAIRS

1 WF

The hiring goal for WF was previously achieved.

This employee was moved into a full time position from part time position. No other applicants were eligible for this position. One (1) candidate applied, was interviewed and selected.

FACILITIES DESIGN PLANNER

1 BM

The hiring goal for WF was previously achieved.

This position was advertised with the American Institute of Architects (AIA CT), Society for College and University Planning (SCUP), LinkedIn, CT Department of Labor and on the CSCU Website. The announcement was also forward to the Connecticut Association of Diversity and Equity Professionals (CADEP) listserv.

Position Summary:

Located in Hartford, CT, this Facility Design Planner position is responsible for project planning and oversight of a variety of construction and renovation projects involving the Connecticut State College & University (CSCU) system of twelve (12) community colleges. The incumbent will be considered a lead agent on these projects and will collaborate closely and provide expert direction and insight to campus administrators and facility staff, and contractors during all aspects of project planning and execution. The roles and responsibilities of this position may evolve over time and adapt to organizational structural changes which may be made during the next few years.

Essential Duties and Major Accountabilities:

The Design Planner is accountable for contributing to a physical environment that enhances the CSCU System's educational mission through effective performance in these essential functional areas of architectural design, construction management, and capital budgeting.

1. Responsible for planning, developing project budgets and administration of design & construction of capital construction projects for the Community Colleges. This accountability includes such essential tasks as:

- a. Administer facility designs, construction drawings and specifications;
- b. Oversee and review designs prepared by consulting architects, engineers and designers;
- c. Conduct feasibility studies of proposed construction, renovation and repair projects and making appropriate recommendations;
- d. Participate in the development and maintenance of computerized design, drafting and archiving systems.

2. Responsible for bidding and construction administration of the community colleges' minor capital projects (agency-administered projects). This accountability includes such essential tasks as:

- a. Obtain and analyze construction bids and make contract awards according to established standards of cost and qualifications;
- b. Conduct periodic site inspections to verify quality of construction and adherence to plans and specifications;
- c. Approve and process payments to contractors;
- d. Negotiate and process change orders on projects when necessary;
- e. Conduct final tests and inspections, obtain warranties and authorize final payments to contractors.

3. Manage and administer the design process, and professional architectural and engineering design consultants.

4. Review project drawings and specifications and coordinate with consultants and other state agencies.

5. Interface with the State's Department of Construction Services, Office of the State Building Official and State Fire Marshal's Office representing the community colleges during planning, design, and construction of major and minor capital projects.

6. Capital Budget: The Facilities Associate is accountable for contributing to the effective planning for the Community College System's facilities and to its fiscal control. This accountability includes such essential tasks as:

- a. Participate in long range planning for facilities and equipment including consideration of the Community College System's central mission of higher learning as well as functional, aesthetic, safety and environmental goals;
- b. Participate in development of standards for engineering, architecture, safety and environmental considerations in future designs;
- c. Develop specific project budgets and participate in development of long range budget plans.

Minimum Qualifications:

Bachelor's degree in a related field. Master's degree preferred. Five (5) years of progressive experience in construction related administration. Professional license as an architect or engineer. A bachelor's degree and significant experience in a related field may be considered in lieu of a professional license.

Incumbents must have demonstrated professional skills and abilities in architecture, engineering, structural design, building construction and administration, computerized drafting and design, and capital planning and budgeting.

Three (3) candidates applied and interviewed: 2 WM and 1 BM

The selected candidate (BM) had a Master's degree in Architecture. He had eight (8) years of experience and directly handled multi-million dollar projects from conception to the conclusion with excellent project programming and problem solving skills. He had hands on work experience dealing directly with the computer software programs and electronic media applications. He was proficient in Bluebeam, Revit and AutoCAD computer systems. He presented copies of his portfolio with his own hand sketches, computer animated drawings and project budgets and estimates.

PROJECT DIRECTOR OF NATIONAL ADVANCED MANUFACTURING 1 BM

The hiring goal for WF was previously achieved.

The position announcement was advertised on the CSCU and DOL Websites.

Position Summary: Oversees \$8 million in grant funding in collaboration with community colleges, state agencies, national employers, industry professional organizations and state agencies, both in Connecticut and across the United States.

Reporting & Supervisory Relationships • Position reports to the Chief of Staff to the CSCU President, Connecticut State Colleges and Universities. • Maintain excellent communication with the Executive Director of Strategic Initiatives to ensure, as manager of all federal grants, that they are properly and proactively informed of grant progress and any potential obstacles and the plan to address same • Establish process for regular written updates to the Chief of Staff and key stakeholders.

Major Accountabilities • Responsible for oversight and management of the Department of Labor-Scaling Apprenticeship Project (\$8 million) to ensure compliance with deliverables and time lines set forth in the grant • Establish and oversee grant-related processes, procedures and implementation plans with all grant stakeholders to ensure coordination of effort and successful implementation • Maintain and monitor the overall grant budget, including individual sub recipient and/or contractor budgets, to ensure timely and efficient expenditure of grant funds • Responsible for creation and maintenance of fiscal and program data files for the project • Hire and supervisor grant staff, as needed • Coordinate and manage day-to-day tasks to meet contracted deliverables for the successful implementation and completion of the project • Monitor expenditures, contracted project goals and reporting of partners and ensure compliance with scope of grant • Ensure that the grant metrics are being met and, if necessary, work with grant partners to develop action plans to meet grant deliverables • Develop and maintain sound collegial relationships with industry and partners to fulfill grant requirements • Suggest changes to the project as necessary to improve project performance • Establish a schedule for and conduct meetings of project partners sub recipients to facilitate coordination and to ensure

satisfactory grant progress • Establish systems, in collaboration with CSCU System Office, to ensure financial compliance and budget monitoring.

US Department of Labor/Compliance

- Serve as point of contact/liaison with the US Department of Labor (USDOL)
- Prepare and file all necessary reports and updates required by USDOL, and if necessary, any budget or Statement of Work modifications
- Coordinate all activities and preparation for USDOL site visit, if needed
- Participate in audits, if needed
- Work with grant staff and partners to recruit, facilitate training and provide services to project participants
- Organize and implement consortium-wide activities for recruiting and job readiness skills as applicable.

Program Promotion and Outreach

- Coordinate development and dissemination of grant related materials, project information, products, and services
- Work with CSCU staff and others to market the grant and grant-related programs and activities
- Produce a newsletter or other communication at least monthly
- Use social media, as appropriate, to effectively market the grant and its programs.

Curriculum Development

- Work with internal and external stakeholders to ensure quality instructional experiences and address training issues
- Ensure that apprenticeship programs meet all standards for quality as required by USDOL

Third Party Evaluation

- Conduct any Request for Proposal or other procurement processes for third party evaluator, if needed, and any other grant-wide resources
- Work collaboratively with third party evaluator and develop action plans, as needed, to address any findings to improve program effectiveness
- Participate, if needed in any national evaluation effort of USDOL.

Strategic Partnerships

- The Project Director will represent the grant and CSCU with state agencies, such as the CT Department of Labor, Department of Economic and Community Development, Chambers of Commerce, the Connecticut Business and Industry Association and other industry associations
- To ensure sustainability, the Project Director will work closely with CSCU leaders to ensure that grant activities are aligned with the state's strategic plan for advanced manufacturing and that grant programs are developed in a way that maximizes their ability to be replicated statewide and nationwide.

Other

- Perform other grant-related duties as assigned.

Minimum Qualifications: The successful candidate is expected to have substantial documented experience in these areas: • Demonstrated experience in management, preferably in higher education and/or significant experience in managing large-scale projects involving partnerships with higher education institutions • Demonstrated administrative and/or management experience in workforce development • Demonstrated experience in grants management, preferably with

USDOL or other federal agencies and involving multiple, diverse partners • Excellent written and oral communication skills • Demonstrated experience in effective management of multiple, competing priorities • Ability to meet deadlines • Information technology literacy skills • Strong customer service skills • Bachelor's degree and/or related industry leadership experience which would provide the competencies required for successful performance of the position's responsibilities • Minimum of three (3) years budgeting and fiscal experience and three (3) years of progressively increased responsible project management experience • Preference will also be given to candidates who possess a Master's degree, knowledge of state, federal and local funding guidelines, and/or experience with educational and training programs similar to those in the grant.

Seven (7) candidates applied: 1 WM, 4 WF, 1 BM and 1 HM

Three (3) candidates did not meet the minimum qualifications. 1 WM, 1 WF and 1 HM

1 WM applied after the closing date.

1 WF and 1 HM did not have the required three (3) years budgeting and fiscal experience and three (3) years of progressively increased responsible project management experience.

2 WF were qualified and contacted for an interview but withdrew because they both accepted other positions.

Two (2) candidates interviewed: 1 WF and 1 BM

The selected candidate (BM) had a wealth of manufacturing experience. He had fourteen (14) years of experience at Electric Boat in positions of increasing responsibility and leadership. He had worked almost a decade as an electrical engineer, and was recruited to serve as Industry Liaison for the Connecticut Early College Opportunity and the Rhode Island P-TECH Programs, programs that foster collaboration between community colleges, high schools and industry partners to recruit and prepare high school students for middle skill positions in manufacturing. His responsibilities were expanded in 2018 to include development and management of Electric Boat's Summer High School Internship Program (SHIP), and most recently, he was named Workforce Development Specialist with responsibility for development of curriculum for apprenticeship programs at Electric Boat and developing and coordinating Electric Boat's participation in the Manufacturing Pipeline Initiative (MPI).

He developed a number of skills that align well with the needs of NAMAP. He developed new programs, created curriculum, managed data and reporting requirements and worked collaboratively with partners from various sectors. He had extensive experience in building successful partnerships across academia and industry and knows how to work within those systems to create quality training programs that meet employers' real time needs.

DIRECTOR OF GOVERNMENT RELATIONS

1 HF

This appointment achieved a hiring goal.

Essential Responsibilities

Conduct research, prepare written analyses, and develop strategies to affect and influence present and proposed public policy, legislation, and regulation impacting the CSCU System.

Monitors progress of System sponsored legislation as well as other legislation that will impact the System; analyzes the impact of legislative proposals being considered by the General Assembly on the CSCU System.

Informs the CSCU President and college and university leaders on current state and federal policy and legislative activities and emerging issues.

Manages the intersession policy development process, assesses current and upcoming legislative priorities and opportunities and provides guidance and support regarding implementation and legislative intent of proposals

Facilitates extensive interactions with executives, administrators, legislative staff and others. In this role, the incumbent is expected to represent the system in a positive manner, maintaining a high degree of courtesy, cooperation, and respect and to collaborate with executives and other employees to ensure legislative proposals clearly articulate the intent and desired outcomes of proposals. Conducts effective lobbying and governmental relations efforts with federal, state and local officials and their staffs, supporting the CSCU System's interests and long term goals.

Works with the CT General Assembly to advocate for the inclusion of CSCU System priorities in various programs and budgets. Communicates with interior and exterior stakeholders to secure support for legislative initiatives.

Serves as the primary representative and manages all activities related to CSCU appearances before various official legislative hearings, meetings, and task forces. Provides guidance and assistance to appropriate CSCU staff members with implementation of new or revised state law.

Qualifications

Demonstrated ability to analyze and interpret laws, regulations and legislation and to apply them to and determine their effect on higher education; ability to advise policy makers on the effects of regulation and legislation and to guide their policymaking efforts; ability to affect legislators and government officials in a persuasive and convincing manner to take actions favorable to the CSCU System.

The incumbent functions as a skilled negotiator, communicator and problem-solver with considerable knowledge of State and Federal statutes and regulations and must demonstrate solid independent judgment and analytical skills. Exceptional interpersonal skills with a demonstrated ability to communicate effectively both verbally and in writing in a collegial environment are required.

Personal attributes include strong leadership capabilities, integrity, and ability to effect change and motivate others.

A Bachelor's degree in public administration, political science or a related field together with a minimum of five (5) years of professional experience in developing, coordinating, and

implementing effective government relations programs required. Experience working with the CT General Assembly as well as experience in higher education preferred.

These qualifications may be waived for individuals with appropriate alternative experience.

Six (6) candidates applied: 2 WM, 1 BM, 2 HF and 1 AAIANHNPI M

Three (3) candidates did not meet the minimum qualifications: 1 BM, 1 HF and 1 AAIANHNPI M

They did not have the required minimum of five (5) years of professional experience in developing, coordinating, and implementing effective government relations programs.

Three (3) candidates were interviewed: 2 WM and 1 HF

The selected goal candidate (HF) had developed and lobbied legislative priorities including tracking proposed legislation, drafting written testimony for public hearings and organizing meetings with key legislators to further proposals impacting government. She maintained relationships with state delegates, legislators and state representatives and served as the point of contact to media outlets, associations, and consultant groups.

PROGRAM MANAGER FOR LIBRARY CONSORTIUM

1 WM

The hiring goal for WF and HF were previously achieved.

The position announcement was advertised in the CSCU and DOL Websites and also on the Connecticut Association of Diversity and Equity Professionals and to the Connecticut Library Consortium.

Position Summary:

Located in Hartford, Connecticut, the Program Manager for Library Consortium Operations will lead the adoption and operation of shared CSCU system-wide library administrative systems and services in support of the academic libraries of the state universities, community colleges, Charter Oak State College, and to the Connecticut State Library. The incumbent will negotiate and manage vendor contracts for library resource licensing and procurement initiatives; coordinate system-wide collaborative efforts between the Council of Library Directors and external agencies (such as the Connecticut State Library, UConn and the Connecticut Commission on Educational Technology); and employ an in-depth understanding of library operations, priorities, management best-practices and service portfolio capabilities to coordinate with members of the Council of Library Directors.

The incumbent functions as a skilled negotiator, communicator and problem-solver with considerable knowledge of academic library operations and policy-making. In addition to exercising initiative and flexibility, the incumbent must bring a creative approach to project management and leadership, as well as the capacity to work well with a large and diverse set of stakeholders, and have demonstrated excellent independent judgment.

Supervisory and Other Relationships:

This position reports to the CSCU Provost & Senior Vice President for Academic and Student Affairs. The position may supervise full- and part-time professionals and clerical staff, and may direct part-time student workers. The position will work in conjunction with the System Office's Contracts, Procurement, and Purchasing Department for all procurement, negotiations and contracts. This position is responsible for coordinating library consortium operations at the CSCU System Office and the system's seventeen institutions of higher education.

Essential Duties and Major Accountabilities:

1. Plan, direct, and manage, in conjunction with the Council of Library Directors and other appropriate CSCU senior administrators and staff as required, all activities for the CSCU System Office in support of the procurement and delivery of system-wide academic library services. This includes:

- Planning, testing, implementing and operating system-wide shared administrative library services, in conjunction with the libraries, vendors and assigned staff.
- Representing the CSCU System to providers of system-wide shared services for purposes of procurement and on-going support.
- Specifying and approving vendor agreements for shared library resources and services as requested and approved by the Council of Library Directors
- Seeking regular input from the Council of Library Directors to identify and understand each library's needs and priorities.
- Informing stakeholders and leading in the achievement of collaborative, consensus-driven decisions.

2. Develop, in close coordination with the Council of Library Directors, policies and practices that maximize benefits across the CSCU system to faculty, staff, and students.

3. Work with the Council of Library Directors, CSCU administrators, and other employees to ensure that academic needs are met and that library operational requirements are clearly articulated.

4. Work with the Council of Library Directors, and other appropriate CSCU constituents to develop and support system-wide Open Education Resources (OER) initiatives.

5. Identify opportunities for system-wide savings through volume purchasing, strategic purchasing and contract negotiations.

6. Identify and recommend potential workflow improvements and efficiencies in acquisitions, cataloging, circulation, resource sharing, and discovery system functionality across participating libraries.

7. Procure training and coordinate training programs for academic library professionals, as requested.

8. Serve as a liaison between the CSCU and the Connecticut State Library to coordinate library services provided for that agency.

9. Serve as a liaison between CSCU and UConn Libraries to explore and offer enhancements of library services to faculty, staff and students of both systems.

10. Maintain beneficial working relationships with the institutions' directors of library services and academic officers as required to promote progress on system-wide efforts.

11. Directly supervise any assigned library staff for the CSCU System Office and oversee System Office library budgets.

Minimum Qualifications:

Excellent oral and written communication and interpersonal skills. Demonstrated ability to serve in a leadership capacity at a higher education academic library. Demonstrated experience in developing Requests for Proposals (RFPs) and other justification documents. Demonstrated knowledge of applicable State and Federal statutes, library database licensing, software licensing and other agreements, and best practices for procurement and management of library resources. Demonstrated knowledge of and direct experience with current library standards and practices in all aspects of integrated library systems, including electronic resources' management. Demonstrated ability to manage the work of professional and support staff in library operations and related disciplines. Demonstrated knowledge of Open Education Resources and experience with copyright and intellectual property licensing (e.g., Creative Commons) preferred.

Personal attributes include strong leadership capabilities, integrity, and ability to effect change and motivate others. Position requires sound judgment and analytical skills.

These skills and abilities typically would be acquired through a combination of experience and training which includes a Master's degree in Library and Information Science from a program accredited by the American Library Association, together with three (3) or more years of library system administration experience and five (5) or more years of related management or leadership experience with an academic library, a library consortium, or a private firm with an academic library focus.

Eight (8) candidates applied: 3 WM, 3 WF, 1 BF, and 1 UF

Four (4) candidates did not meet the minimum qualifications. 1 WM, 1 WF, 1 BF and 1 UF. – they did not have a Master's degree in Library and Information Science from a program accredited by the American Library Association, together with three (3) or more years of library system administration experience and five (5) or more years of related management or leadership experience with an academic library, a library consortium, or a private firm with an academic library focus.

Four (4) candidates were interviewed: 2 WM and 2 WF

The selected candidate (WM) had library leadership experience and a successful career collaborating with colleagues to provide library collections, systems, and services that supported the evolving needs of academic learners and researchers. His experiences include his current position as Associate University Librarian (AUL) for Collections and Discovery at the University of Connecticut, and prior positions as Assistant Director for Acquisitions and Collection Management at East Carolina University, Coordinator of Serials at Mississippi State University, as well as numerous roles on national, regional, state and local committees and working groups.

LABOR RELATIONS ASSOCIATE

1 WM

The hiring goal for WF and HF were previously achieved.

The position announcement was advertised in the CSCU and DOL websites. The position announcement was forwarded to the Connecticut Bar Association and to the Connecticut Association of Diversity and Equity Professionals.

Essential Responsibilities: Manage and perform the delivery and administration of labor relations programs and services to contribute to the effective utilization and management of the CSCU System including the following: □ Responsible for contract and grievance administration; advises colleges with respect to unclassified and classified employee issues; serves as CSCU President's designee for System Office Step II classified grievances; represents colleges at Step III classified grievance meetings; under supervision serves as CSCU President's designee for unclassified grievances at the System level and conducts grievance meetings, drafts responses and settlement agreements. □ Assists in providing advice and guidance to CSCU Human Resource managers with respect to employee grievances and problems. Prepares communications to CSCU institutions; gathers and compiles information in response to requests from unions, State's Office of Labor Relations, and Department of Administrative Services; provides assistance in development and delivery of system-wide training programs for labor relations designees, supervisors, etc. □ Investigates employee complaints and issues; interviews witnesses and prepares reports; secures statements; gathers records, documents and other relevant materials; and recommends disposition of complaints. □ Serves as Liaison with Office of Labor Relations, Department of Administrative Services and other state agencies, as appropriate, on questions related to labor relations compliance. □ Provides research and support for contract administration and negotiations; gathers and analyzes data needed for negotiations with unclassified employee unions and for other labor relations functions; may research contract language; may draft proposals; solicits changes and may make recommendations regarding classified contracts in connection with Statewide contract negotiations; maintains a grievance tracking database and runs grievance activity reports; and provides others in the HR department with information concerning current practices. □ This position may supervise staff.

Minimum Qualifications: Bachelor's degree in management, labor relations, or a closely related field, and a minimum of four (4) years of related experience in human resources management or labor relations; or a comparable combination of experience and training. Demonstrated ability to carry out the full range of labor relations and contract administration functions in a complex, unionized, public sector employment environment. Demonstrated ability to understand, interpret, apply and advise on complex laws, regulations and collective bargaining agreements affecting human resource management, labor relations and related fields. Considerable knowledge of state and federal laws, statutes, regulations and guidelines; knowledge of rules of evidence and hearings' procedures before administrative bodies; knowledge of employee classification and compensation; knowledge of human resource administration; knowledge of principles and practices of employee compensation and benefits; considerable interpersonal skills; oral and written communication skills; negotiating skills; skill in writing technical contract provisions; ability to interpret and apply statutes, contracts and regulations; ability to prepare for and present cases at grievances or other administrative hearings; and investigative ability. PC proficiency (Windows environment) is required.

Personal Attributes: Strong interpersonal skills and the ability to communicate and manage at all levels of the organization and with staff at remote locations are essential. Strong problem solving and creative skills and the ability to exercise sound judgment and make decisions based on accurate and timely analyses. High level of integrity and dependability with strong sense of urgency and results orientation. Preferred

Qualifications: Labor Relations and contract administration experience in a higher education environment is highly desirable. Core-CT (PeopleSoft) and SCT Banner experience preferred. Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience have prepared them for the responsibilities of this position.

Twelve (12) candidates applied: 4 WM, 2 WF, 1 BF and 5 UF

Nine (9) did not meet minimum qualifications: 3 WM, 1 BF and 5 UF

1 WM and 3 UF did not submit the required application paperwork that included a cover letter, resume, CSCU application and three (3) professional references.

2 WM, 1 BF and 2 UF did not have a minimum of four (4) years of related experience in human resources management or labor relations; or a comparable combination of experience and training.

Three (3) candidates were interviewed: 1 WM and 2 WF

The selected candidate (WM) had higher education union experience and dealt directly with union grievances at all levels and had knowledge of union negotiations and arbitration proceedings. He had good communication and investigation skills. He was also a 3rd year law student.

DIRECTOR OF COMMUNICATIONS

1 WM

This candidate was obtained from the Office of the Governor after the incumbent in this position (HF) at the CSCU switched positions to work for Governor Ned Lamont. No other applicants were eligible for this position. One (1) White male was interviewed and offered the position.

COSC DIRECTOR 1

1 WM

This position was moved to the System Office from Charter Oak State College. No other applicants were eligible for this position.

One (1) White male applied, was interviewed and offered the position.

PROGRAMMER IV

1 WM

This position was moved to the System Office from Charter Oak State College. No other applicants were eligible for this position.

One (1) White male applied, was interviewed and offered the position.

ECM SENIOR SYSTEMS ADMINISTRATOR

1 WM

This position was moved to the System Office from Charter Oak State College. No other applicants were eligible for this position.

One (1) White male applied, was interviewed and offered the position.

EXEC FOR DIGITAL LEARNING

1 WM

This position was moved to the System Office from Charter Oak State College. No other applicants were eligible for this position.

One (1) White male applied, was interviewed and offered the position.

SECRETARIAL CLERICAL

Hiring Goals

1 White Male

1 Hispanic Female

1 AAIANHNPI Female

No hiring activity occurred during the reporting period.

TECHNICAL PARAPROFESSIONAL

Hiring Goals

1 White Male

1 Black Female

ASSISTANT FOR BUDGET & FINANCE

1 WM

This appointment achieved a hiring goal.

The position announcement was advertised to all SUOAF union members and on the CSCU and DOL Website.

Position Summary

The CSCU Finance Division oversees and manages the financial system for twelve (12) community colleges, four (4) state universities, and Charter Oak State College. This Assistant for Budget & Finance position in the CSCU System Office Finance Division will provide support for financial analysis, assisting with development, implementation, monitoring and reporting

functions to assure accurate and consistent recording and reporting of budget plans. This position is responsible for assisting with preparation of budgets and fiscal reports; assisting with preparation for analysis of financial data and student data; and works with college and university finance personnel as well as other internal constituents to resolve issues related to budgets and planning. This position also assists with data gathering for analysis and reconciliation (general fund, operating fund, grant and bond funds) as required.

Essential Responsibilities

Uses Banner and Core-CT systems to create reports used for variance analysis. 2

Assist in the development of the CSCU system-wide current services operating budget, including generation of historical and projected revenues and expenditures reports. Assists with the annual Spending Plan and Biennial Budget process for the System Office including the preparation of worksheets, analysis and review of budgetary information. Collects required information for the analysis and preparation of the annual budget. Helps prepare internal monthly budget status reports from Banner in excel and pdf format. Serves as budget assistant contact for internal and external users. Assists with development of other financial reports and summaries of financial data as required.

Assists with preparation of Tuition and Fee Request worksheets for submission to colleges and universities. Assists in preparation of final presentation package of Tuition and Fee request for Board approval. Assists with the Mid-Year Spending Plan process including the preparation of worksheets for the CSCU request packages. Reviews organizational budget requests for completeness and accuracy. Follows up with departments to resolve any open issues.

Minimum Qualifications: Bachelor's degree in accounting, finance, business administration or related area is required. At least one year of experience in budget management and planning for spending priorities. Experience in budgetary processes; and operational and accountability measures of higher education are required. Proficiency with use of Ellucian Banner and Core-CT software applications. Ability to use computer and associated software; strong oral and written communication skills; and considerable interpersonal skills are required.

Six (6) candidates applied: 3 WM, 1 WF, 1 BF, and 1 UU

Four (4) candidates did not meet the minimum qualifications: 1 WM, 1 WF, 1 BF and 1 UU

1 WF and 1 UU did not have the required Bachelor's degree in accounting, finance, business administration or related area and at least one (1) year of experience in budget management and planning for spending priorities.

1 WM and 1 BF did not submit a complete application package; cover letter, resume, CSCU application and three (3) professional references.

Two (2) candidates were interviewed: 2 WM

The selected goal candidate (WM) had experience with budgeting, Core-CT and SCT Banner. He also had knowledge and experience of different state funding programs and was skilled using Excel spreadsheets and financial reports.

CSCU FINANCE ADMINISTRATOR TRAINEE

1 WF

The hiring goal for WM was previously achieved.

Position Summary:

As a trainee, the incumbent will receive formal and/or on-the-job instruction and training designed to provide the necessary knowledge and skills to qualify for appointment to an administrative position of higher rank within the State University Organization of Administrative Faculty bargaining unit.

Position Responsibilities:

The incumbent receives formal and/or on-the-job instruction and training in introductory accounting functions and financial reporting, finance support and oversight, system functions and processes; Performs a variety of increasingly difficult duties as skills are acquired during the course of the training program including:

- Performing general accounting functions and duties including analysis, reconciliations, and corrections of various financial accounts and reports
- Reconciliation and maintenance of payroll expenditure
- Assists in the preparation of financial reports such as IPEDS and STIF

Assists in the compilation of data and the preparation of reconciliation, reports, statements, studies, and analysis for internal and external entities, such as external auditors, Auditors of Public Accounts (APA), and the Office of the State Comptroller (OSC).

- Participates in the year-end fixed asset reconciliation including review and update of records
- Provides assistance with financial systems maintenance and testing
- Provides support to various finance processes such as check writing, Purchase Card program, Escheatment, 1099 vendor tax reporting, 1098T process, accounts receivable billing functions, unclaimed Title IV.

Education and Experience Requirements:

Knowledge, Skill and Ability: Evidence of basic aptitudes, motivation, interest and ability, sufficient to provide a reasonable foundation for acquiring the knowledge and skills required for a designated administrative classification; ability to read, interpret and understand written material; ability to use language effectively and properly; learning and reasoning ability.

Experience and Training: Associate Degree in Accounting, Business, or similar major. Bachelor's Degree in Accounting or related field preferred. A combination of education and work-related experience may be acceptable; or four (4) years' employment in a community college or university finance department and a commitment to engage in a course of study as agreed with the appropriate manager prior to appointment to this class.

Fourteen (14) candidates applied: 3 WM, 3 WF, 1 BM, 1 BF, 1 HF, 2 UM and 3 UF

Ten (10) candidates did not meet the minimum qualifications: 2 WM, 2 WF, 1 BF, 1 HF, 2 UM and 2 UF

1 WM, 1 WF, 1 BF, 1 UM and 1 UF did not have the required Associate Degree in Accounting, Business, or similar major. Bachelor's Degree in Accounting or related field preferred. A combination of education and work-related experience may be acceptable; or four (4) years' employment in a community college or university finance department and a commitment to engage in a course of study as agreed with the appropriate manager prior to appointment to this class.

1 WM, 1 WF, 1 HF, 1 UM and 1 UF did not submit the required application paperwork that included a cover letter, resume, CSCU application and three (3) professional references.

Four (4) candidates were interviewed: 1 WM, 1 WF, 1 BM and 1UF

The selected candidate (WF) had previous work experience at one of the community colleges and worked in the Finance Department. She graduated with her Associates degree in Accounting and worked for the last five (5) years at Tunxis Community College assisting the Finance Office staff with accounts receivables and financial reporting.

FINANCE ADMINISTRATOR TRAINEE **1 OM**

The hiring goal for WF was previously achieved.

This OM employee was moved into a full-time position from part time position. No other applicants were eligible for this position. One (1) OM candidate applied, was interviewed and selected.

IT ADMINISTRATOR TRAINEE **1 WM**

The hiring goal for WM was previously achieved.

This WM employee was moved into a full-time position from part time position. No other applicants were eligible for this position. One (1) candidate applied, was interviewed and selected.

ASSISTANT IN FINANCIAL SERVICES **1 WF**

The hiring goal for WM was previously achieved.

The position announcement was distributed to all SUOAF union members and advertised on the CSCU and DOL Website.

POSITION RESPONSIBILITIES:

Assists with tuition and fee and term setup and accounts receivable and billing functions. In collaboration with IT, runs and distributes annual 1099 tax forms. Processes vendor invoices/vouchers for payment, and resolves and responds to inquiries on payment status. Compiles data and processes journal entries, zero balance account wire transfers, and reports. Assists with travel authorizations, vouchers for travel reimbursements and cash advance reporting. Performs general accounting and finance duties including analysis and reconciliations. Monitors and reviews key data and documents for consistency, accuracy and reasonableness. May assist with check writing operations for CSCU System Office and institutions. Generates daily system-wide Transfer Invoices (TI's) for distribution to the CSCU institutions. May assist in the system-wide year-end fixed asset reconciliation, including review and update of records and coordination of System Office inventory. Acts as a general resource person for general finance inquiries and finance support requests. Creates and maintains various financial reports and files for the System Office and CSCU institutions. Assists and supports the Finance Department in fiscal year-end financial closing and related preparation. Assists in financial projects and provides support for accounting and finance support areas. Performs other duties and responsibilities which do not alter the basic level of the position.

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

Sixteen (16) candidates applied: 5 WF, 2 BM, 1 BF, 2 HF, 1 OF, 1 UM, 3 UF, and 1 UU

Ten (10) candidates did not meet the minimum qualifications: 3 WF, 2 BM, 1 BF, 1 HF, 1 OF and 2 UF

1 BF did not have the required two (2) years' experience in accounting, fiscal or business office.

Six (6) candidates were interviewed: 2 WF, 1 HF, 1 UM, 1 UF and 1 UU

The selected candidate (WF) had an accounting and finance office experience. She also had knowledge GAAP accounting principles, financial recordkeeping and good computer experience developing financial reports and working with Excel spreadsheets.

PROMOTIONS

EXECUTIVE/ADMINISTRATIVE/MANAGERIAL

No Promotional Goals Established

No promotional activity occurred during the reporting period.

PROFESSIONAL NON-FACULTY

No Promotional Goals Established

ASST FOR BUDGET & FINANCE TO FIN SERVICES SPECIALIST 1 WM

This employee's position was reclassified to the Finance Services Specialist. No other employees were eligible for this promotional opportunity.

FINANCE ADMIN TRAINEE TO ASST DIRECTOR OF FIN & ACCTG 1 WF

This employee's position was reclassified to the Assistant Director of Finance & Accounting. No other employees were eligible for this promotional opportunity.

SECRETARIAL CLERICAL

No Promotional Goals Established

No promotional activity occurred during the reporting period.

TECHNICAL PARAPROFESSIONAL

No Promotional Goals Established

No promotional activity occurred during the reporting period.

PROGRAM GOALS ANALYSIS

PROGRAM GOAL ACHIEVEMENT:

1. A Program Goal is established to develop a statewide training program that includes mandatory Diversity, Sexual Harassment and Title IX mandates for the System Office, Community Colleges and State University staff.

ACHIEVED: Diversity and Sexual Harassment Training was developed by the Chief Diversity Officers from Manchester Community College, Western Connecticut State University and the Director of Diversity and Inclusion from the CSCU System Office. They facilitated an extensive training program for all community college and other agency employees incorporating Diversity, Sexual harassment, ADA, Title IX and micro-aggression training. All Community Colleges and System Office new employees were invited and eighty-four (84) employees were in attendance. For the System Office, in 2018, the breakdown for attendees was 1WM and 1BM. The breakdown of attendees in 2019 was as follows: 4 WM and 8WF. The plan is to continue this statewide training program annually.

Section 46a-68-91
Career Mobility

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-91
CAREER MOBILITY**

This section was in Compliance in the last Affirmative Action Plan submission.

Subsection (a)

The Connecticut State Colleges and Universities (CSCU) System Office shall pursuant to Section 4-61u of the Connecticut General Statutes establish an effective program of career mobility as part of their affirmative action/equal employment opportunity program, as required by Section 46a-68 of the Connecticut Affirmative Action Regulations. The career and upward mobility initiatives that occur at the CSCU System Office would include the Secretarial/Clerical and Technical Paraprofessional occupational categories.

The Connecticut State Colleges and Universities (CSCU) System Office shall provide or make a provision for career counseling for such occupational groups in all departments.

Career counseling occurred through the reporting period and this listing below includes the participants between 3/1/2018 through 2/28/2020. Any employee that has an interest and motivation for advancement are parts of career mobility. Career development plans can assist them tailor their needs, capabilities, knowledge skills and abilities and motivation of employees to reach their highest level of performance and skills to potentially advance into positions in the future. Counseling and guidance is available to employees in order to encourage and assist them in planning, researching and achieving the training, education and their career goals. Career counseling sessions are encouraged to discuss career development and information about System Office additional opportunities throughout the Connecticut Colleges and Universities (CSCU). The career counseling sessions have been done to assist with job announcements, work responsibilities, educational requirements, resume and interviewing tips and techniques, assistance with State examinations and job openings at other State agencies, other colleges and universities. The Human Resources staff and the Director of Diversity and Inclusion meet with employees throughout the reporting period.

Career Counseling Participants from March 1, 2018 through February 28, 2020 included ten (10) staff members: two (2) White males, three (3) White females, one (1) Black male, three (3) Black females and one (1) Other female.

Training and continued education is a key part of the Connecticut State Colleges and Universities (CSCU) System Office Career Mobility Program. Training opportunities are designed for employees to attain new skills and competences that prepare them for advancement within and across occupational categories. Training has been encouraged throughout the reporting period and some of the opportunities for CSCU employees include:

State of Connecticut In-Service Training schedule is distributed to all employees during the Fall and Spring semester each reporting period. Since CSCU staff assist in the coordination of course offerings for the training catalog coordinated with the Department of Administrative Services (DAS).

Employees are also encouraged to take courses offered within the Connecticut State Colleges and Universities (CSCU). A variety of courses were offered and employees attended at different colleges and universities throughout the reporting period.

The Connecticut State Colleges and Universities (CSCU) System Office also offers a variety of computer and technology programs to teach staff new skills to upgrade their knowledge of the new software programs. Many of the college and universities programs open up and employees are routinely encouraged to go for these educational opportunities to help them gain knowledge and also increase their education in different areas of the System Office.

Tuition waivers and professional development reimbursement offered by the collective bargaining unions is provided to employees and they are encouraged to pursue higher education. Employees are eligible for tuition reimbursement according to various collective bargaining agreements. Employees in all occupational categories at the System Office and throughout all of the Connecticut State Colleges and Universities (CSCU) are given opportunities to participate in educational and training programs that are designed to enhance career advancement.

Each new employee meets with Human Resources staff for an Orientation to the System Office and to provide information regarding information on all AA/EEO policies, procedures and the CSCU Discrimination Complaint Process and the State employee benefits package. Presentations and discussions take place regarding the various benefits, such as, tuition reimbursement, professional development, and training provisions in the applicable collective bargaining agreement. In addition, the Connecticut State Colleges and Universities (CSCU) System Office policy waives payment of service fees for unclassified staff members taking courses at the State Colleges and Universities.

Opportunities for other types of training are also addressed at the orientation. Information is provided regarding dissemination of training materials. Each year staff members in most categories participate in training activities that include credit and non-credit courses, state in-service training programs, conferences, seminars, workshops, other activities sponsored by area and national organizations.

The Connecticut State Colleges and Universities (CSCU) System Office has no classified positions and low rates of turnover has limited opportunities for advancement. Career counseling opportunities are afforded to staff members as requested, and staff members are encouraged to seek assistance from the Human Resource and the Diversity and Inclusion Office in discussions regarding career opportunities within the Connecticut State Colleges and Universities (CSCU) and also with other State Agencies within State Government.

Since the CSCU has no classified positions, it is difficult to project goals for positions in entry-level classes that can be filled through upward mobility.

Subsection (b)

Connecticut State Colleges and Universities (CSCU) System Office shall establish an effective program of accommodation and entry level training of persons with disabilities.

Such programs shall be part of the System Office's affirmative action and equal employment opportunity programs required by Section 46a-68 of the Connecticut General Statutes

Reasonable accommodations are provided to employees with a documented disability to assist them to perform the essential functions of their job. The ADA Coordinator is the Director of Diversity and Inclusion and she works closely with the employee to gather all of the appropriate paperwork to make the reasonable accommodation. An analysis is conducted for each request and steps are followed to assure proper accommodations are made.

Medical documentation from the doctor or medical provider may be required to document that the employee has a disability and the types of reasonable accommodation (s) that are needed to do the essential functions of the position.

The ADA Coordinator meets with the employee and usually their supervisor or hiring manager from their department to discuss the employee's limitations as they relate to the essential functions of the position and to discuss various options in regard to accommodating the employee to be able to perform their duties.

Connecticut State Colleges and Universities (CSCU) System Office retains discretion to select an accommodation which is deemed to be effective in removing the workplace barrier that is impeding the individual with a disability giving due consideration to the preference of the employee or applicant.

One (1) employee is identified as disabled in the Connecticut State Colleges and Universities (CSCU) System Office workforce in this Affirmative Action Plan. However, some employees did request some reasonable accommodations through the reporting period.

The Connecticut State Colleges and Universities (CSCU) recognizes the value of upward mobility within state service and believes that making greater use of employees' skills and abilities and developing employees for higher level work are essential aspects of sound management, affirmative action and equal employment opportunity. The Connecticut State Colleges and Universities (CSCU) has, however experienced challenges in actualizing upward mobility within the System Office. The CSCU is a small System Office with extremely low turnover and limited opportunities for promotion. The Connecticut State Colleges and Universities (CSCU) only has unclassified employees broken into four (4) occupational categories (Executive/Administrative, Professional, Secretarial/Clerical and Technical Paraprofessional).

Most of the positions at the Connecticut State Colleges and Universities (CSCU) are specialized, requiring specific skills that are not often related to other professional positions in the agency and do not have promotional opportunities. Most of the staff at the System Office provide technical assistance to the Connecticut State Colleges and Universities (CSCU) staff. During this reporting period, it has been difficult for the employees over the last few years because of the potential of creating a consolidated community college system. Employees were not sure how the consolidation would affect them directly and this caused uncertainty among staff members throughout the reporting period. At the end of the reporting period, the CSCU was still moving toward a consolidated new Connecticut Community College System.

Training Opportunities

The CSCU System Office encourages all staff members to participate in formalized educational pursuits, including - conferences, state supported training and other training. Through these activities, the staff acquires the skills, knowledge and credentials needed to prepare them for positions of greater responsibility.

In addition to providing staff opportunities to attend conferences, in-service programs, training courses, etc. the CSCU System Office encourages employees to keep abreast of changes in their fields by authorizing tuition reimbursement, unpaid leaves, professional development funds and tuition waivers.

One (1) White male (Professional) completed his Master's program. One (1) Black female (Professional) completed her Master's degree program. One (1) Hispanic male completed his Master's degree program. One (1) Hispanic female began her Master's degree program.

Career Counseling

Formal career counseling is available to all staff members who request such assistance or those whose performance suggests that they would benefit from it. The Connecticut State Colleges and Universities (CSCU) Human Resources staff and the Director of Diversity and Inclusion assist employees with career information, educational programs and guidance.

Information about promotional opportunities, higher education, professional development, State of Connecticut governmental opportunities at other State agencies was provided. Assistance with resume writing, interviews tips and techniques and assistance with applications for positions were also part of the counseling sessions.

The Director of Diversity and Inclusion also provided career counseling to the public and staff from other colleges and universities or other state agencies regarding employment opportunities or information about positions throughout the Connecticut State Colleges and Universities (CSCU). Information was provided to two (2) White males, four (4) White females, two (2) Black males, two (2) Black females, one (1) Hispanic male, one (1) Hispanic female and one (1) Other female and some that are unknown race regarding positions at the CSCU's System Office, about the opportunities at the Connecticut State Colleges and Universities or about positions and examinations at other State agencies. The Director of Diversity and Inclusion also handled numerous calls throughout the reporting period about positions at the CSCU's System Office and also positions at the community colleges and state universities.

In addition to internal counseling, the Connecticut State Colleges and Universities (CSCU) has established a formal arrangement with Solutions to provide our employees with an Employee Assistance Program (EAP). The EAP affords free, professional and confidential assistance to employees coping with personal problems that are negatively impacting their health, family or job performance.

Career Ladders

During this reporting period, one (1) White male was promoted from the Technical Paraprofessional occupational category to the Professional occupational category. He took on higher level responsibilities in the Finance Department and specializing in budgeting and creating financial reports for the CSCU System.

One (1) White female was promoted to Assistant Director of Finance and Accounting after successfully completing her Finance Administrator Trainee program. She moved from the Technical Paraprofessional category to the Professional Non Faculty occupational category during the reporting period.

Some employees from the seventeen (17) colleges and universities were promoted from lower level positions into vacant positions within the Connecticut State Colleges and Universities (CSCU) System Office but count as a hire in the Affirmative Action Plan. Through the process of consolidating to one Connecticut Community College System over the next five (5) years and creating Centers of Excellence (COE) to assist all twelve (12) community colleges, there will be more opportunity for advancement. It is not known at this time, what the new System will look like and exactly what positions will be developed to handle all of the new responsibilities.

Upward Mobility - Transfers

The Connecticut State Colleges and Universities (CSCU), given its particular unions, has no classified employees and cannot participate in the state agencies employee transfer procedures if they want to be placed on the active list. The transfer list is not used for the CSCU unclassified employees.

Since the Connecticut State Colleges and Universities (CSCU) has seventeen (17) colleges and universities and different types of employment opportunities, many of the employees transfer from one (1) of the campuses to another to pursue career opportunities and higher level positions.

Also typically employees from the campuses transfer to promotional positions available at the System Office. These type of promotional opportunities reflect as hires in the CSCU System Office's Affirmative Action Plan. The positions filled at the System Office tend to be the desired positions for advancement to assist with expertise in Academic Affairs, Student Services/Success, Student Conduct and Legal Counsel, Information Technology, Finance, Budget, Purchasing, Human Resources and provide technical assistance to all of the seventeen (17) colleges and universities.

The Connecticut State Colleges and Universities (CSCU) does receive notices of employment opportunities available from many of the State departments and agencies and provides these notices to employees. Historically, the employees of the CSCU System Office have leveraged their higher education experiences into higher level positions within other Departments, Agencies, Community Colleges, State Universities and Charter Oak College.

During this reporting period, one (1) Hispanic female accepted a promotional opportunity with the Human Resources Department at Central CT State University, one (1) White female accepted a promotional opportunity with the Finance Department at Manchester Community College, one (1) White male accepted a promotional opportunity at Central CT State University, one (1) White female accepted a promotional opportunity with Southern CT State University, and one (1) Black female accepted a promotional opportunity at Gateway Community College.

Section 46a-68-92
Good Faith Efforts

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-92
GOOD FAITH EFFORTS**

Connecticut State Colleges and Universities (CSCU) has demonstrated good faith efforts when it engaged in the initiatives articulated in subsections (a) to (d), inclusive, of this section:

Subsection (a)

Connecticut State Colleges and Universities (CSCU) has promoted equal opportunity to achieve a workplace that is free of discrimination by:

- 1.) Communicate the College's commitment to equal employment opportunity and affirmative action to all employees. All of the CSCU employees received a copy of the Summary of Objectives regarding the AA Plan outlining the hiring, promotional and programmatic goal achievement and goals set for the next reporting period. CSCU employees were notified of the agency's commitment to affirmative action and equal employment opportunity. The AA Plan is available in Human Resources and the President's Office. All search committees are required to attend a search charge meeting where AA/EEO, Diversity and Inclusion are addressed. This is referenced in the Internal Communication Section and highlighted as a program goal that was achieved during the reporting period.
- 2.) Ensure that employees are aware of nondiscrimination policies and procedures; post policies in visible areas. CSCU employees receive an annual letter notifying them of the nondiscrimination policies at the System Office. All policies related to AA/EEO, diversity and Title IX are posted on bulletin boards in Human Resources.
- 3.) Ensure that departmental processes, procedures and systems are nondiscriminatory and free of bias. All Connecticut State Colleges and Universities (CSCU) policies and procedures are continually reviewed by administration and distributed annually. Employees are also provided information about mandatory Title IX, Diversity, Sexual Harassment and other related training programs, processes, procedures and systems.
- 4.) Evaluate supervisors for making good faith efforts in equal employment opportunity and affirmative action; document in performance appraisals. Supervisors and managers at the System Office are evaluated and diversity, affirmative action and equal employment opportunity are included in the performance appraisals process.
- 5.) Ensure that reasonable accommodations are made for disabled employees. Reasonable accommodations are provided to assist employees to perform the essential functions of the job.
- 6.) Taking appropriate and timely action when there has been an allegation of sexual harassment. Employees are provided copies of the Discrimination Complaint (Grievance) Procedure annually and all complaints related to sexual harassment are resolved within the required ninety (90) day timeframe. The Discrimination Procedure is posted on the CSCU Website for all colleges and universities to utilize also.
- 7.) Provide training to employees to enhance their knowledge of non-discrimination. Employees are provided training on Diversity, Sexual Harassment, Title IX, ADA and Ethics training. Additional training is also provided on-line.

Connecticut State Colleges and Universities (CSCU) continues to provide education and training opportunities related to AA/EEO, diversity and inclusion.

Subsection (b)

Connecticut State Colleges and Universities (CSCU) has developed recruitment strategies that ensure opportunities for all qualified applicants, including underutilized groups by:

- 1.) Identify affirmative action placement goals for all job openings. Each Search Committee is provided a copy of the job announcement describing the position requirements and the affirmative action goal established for the position. They are also provided information about the CSCU's commitment to affirmative action and equal employment opportunity and diversifying of the workforce to match the student population. Recruitment strategies are developed for the type of position and position requirements to ensure opportunities are available to all qualified applicants. The Connecticut State Colleges and Universities (CSCU) maintains and secures ongoing relationships and develops additional recruitment sources while cultivating recruitment programs as required by the regulations. A programmatic goal was also achieved in this area developing a Master Recruitment list for all State Colleges and Universities.
- 2.) Make efforts to attract a large and diverse pool of qualified applicants, particularly inclusive of groups associated with affirmative action recruitment goals. The CSCU attracts a large and diverse pool of qualified applicants for all positions because of the efforts made to use recruitment resources that attract the most qualified to fill the position being recruited for.
- 3.) Develop a contingency strategy if the initial recruitment effort does not bring in a sufficiently diverse pool. The CSCU seems to have diverse pools of qualified applicants for most positions. If the recruitment process failed to have enough diverse applicants, the CSCU would extend the search and contact more diverse recruitment resources that would attract more qualified applicants from a diverse pool.
- 4.) Contacting special interest organizations, groups and individuals. Most searches are for positions that are typical to an academic or higher education administrative environment but CSCU will reach out to special interest organizations, groups and individuals for specialized recruitment efforts or to attract a specific type of candidate with highly specialized skills and experience.
- 5.) Or other means of outreach utilized to hire goal candidates. Connecticut State Colleges and Universities (CSCU) conducts outreach for highly specialized recruitments and uses all types of good faith outreach efforts to diverse recruitment resources to hire goal candidates.

Subsection (c)

Connecticut State Colleges and Universities (CSCU) has ensured a fair and nondiscriminatory selection process by:

- 1.) Review the selection process to ensure that it treats each applicant and consistently. The Manager of Diversity and Inclusion and the Director of Human Resources Administration meet with all members of the search committees for full time and part time positions. The hiring, interviewing and selection process is explained and questions are answered to assure the search committee members follow a fair and consistent selection process.

- 2.) Review the interview format and questions for possible bias. The Manager of Diversity and Inclusion and the Director of Human Resources Administration review all questions and interview format for approval before they are used in the interview process.
- 3.) Ensure that reasonable accommodations are made for all applicants. Connecticut State Colleges and Universities (CSCU) works with all applicants when scheduling interviews to assure reasonable accommodations are provided. If any applicant requires assistance with applying for a CSCU opportunity, the Manager of Diversity and Inclusion would work to provide appropriate services, technology and assistance to apply for positions.
- 4.) When using group interview process diverse selection panels are created to provide the best approach to experience, insight and perspective. Connecticut State Colleges and Universities (CSCU) uses diverse selection panels for all full time and part time positions. The diversity of the committee also highlights the commitment to hiring candidates from underutilized groups to provide role models to students of all cultures.
- 5.) Assess all applicants using the same selection criteria. The Manager of Diversity and Inclusion and the Director of Human Resources Administration highlight the requirement that all applicants have to be reviewed equally, fairly and consistently and all of the documentation throughout the selection process. The importance that the same questions have to be asked of all applicants is also detailed in the search charge meetings throughout the reposting period.
- 6.) Consider all skills that qualify the applicant, including volunteer and professional experience. At Connecticut State Colleges and Universities (CSCU) all search committee members consider volunteer and professional experience when evaluating the experience and training that the applicants have when they apply for positions.
- 7.) Interviewing as many applicants as possible to increase opportunity is a continuous process of the selection process. The Manager of Diversity and Inclusion and the Director of Human Resources Administration monitor the search and interview process. Connecticut State Colleges and Universities (CSCU) continuously attracts large applicant pools for all of the positions.
- 8.) Keeping written records of all applicants interviewed and be certain that the information recorded relates to the individual's ability to perform the duties. In all search committee meetings documentation is emphasized and the evaluation of applicants based on their experience and training and also the skills and knowledge of the position requirements are factors they consider in the hiring process.
- 9.) Ensuring that selection panel members are aware of the impact of common biases such as stereotyping, unsubstantiated first impressions that may influence a decision, and assessments based on different "comfort level" with people from dissimilar groups. The Manager of Diversity and Inclusion and the Director of Human Resources Administration provide information on Bias in the Hiring and Selection Process and go through the importance of all applicants being treated fairly and consistently through the process.
- 10.) Documenting the selection process fully and retaining all records is also explained to each search committee member to assure that all documentation on all applicants is maintained through the hiring and selection process.

The search committee members are also told about the Freedom of Information Act (FOI) and that all applicants have the right to file a complaint with the Commission on Human Rights and Opportunities (CHRO), if they feel that they were not treated fairly during the interview and the selection process.

Subsection (d)

Connecticut State Colleges and Universities (CSCU) has provided career development opportunities to all interested and qualified employees, with emphasis on those groups found to be underutilized in the workforce by:

- 1.) Encouraging staff to participate on committees to enhance development. Participation in committee's is encouraged and employees chair and participate in a large variety of committee meetings. The President and the Leadership staff also participates in a number of College wide committees and attends many meetings throughout the reporting period. Employees represent diversity in many ways by race, culture, gender, work title and full time and part time status.
- 2.) Informing all staff of internal staff development and promotional opportunities. The Director of Human Resources Administration will distribute information about promotional opportunities that occur throughout the reporting period. The Manager of Diversity and Inclusion provides information about training and staff development opportunities. Human Resources staff also provides some training and staff development opportunities to employees throughout the reporting period.
- 3.) Promoting and support employee training and development for all employees. Being a higher education environment, all types of training to staff, faculty and students are offered weekly throughout the CSCU System. The President, leadership team, supervisors and managers promote and support staff to attend training and professional development opportunities that occur throughout the reporting period.
- 4.) Provide Career Counseling sessions through the reporting period. The Manager of Diversity and Inclusion and the Director of Human Resources Administration provide career counseling sessions with employees and discuss educational, promotional opportunities and opportunities within the Connecticut State Colleges and Universities (CSCU). They also assist with their resumes and interviewing tips are also provided. More information about Career Counseling is included in the Career Mobility Section of the Affirmative Action Plan.

Subsection (e)

Nothing in this section shall be construed to absolve an agency of its obligations under sections 46a-68-78, 46a-68-79, 46a-68-80, 46a-68-81, 46a-68, 85, 46a-68-87, 46a-68-89 and 46a-68-90 and 46a-68-92 of the Regulations of Connecticut State Agencies.

Section 46a-68-93
Innovative Programs

CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION PLAN
SECTION 46a-68-93
INNOVATIVE PROGRAMS

This section was in compliance in the previous Affirmative Action Plan submission.

Subsection (a)

The development and implementation of programs not covered elsewhere in the Affirmative Action Plan is an important part of the road to equal employment opportunity. Within the framework of the Connecticut State Colleges and Universities (CSCU) System Office Affirmative Action Plan is an open invitation to structure comprehensive programs to create opportunities not otherwise available to achieve the full and fair participation of all protected group members. Such programs may include, but are not limited to:

- 1.) Summer employment programs;
- 2.) Youth programs;
- 3.) Apprenticeships;
- 4.) Work-study programs;
- 5.) Job sharing arrangements;
- 6.) Internships;
- 7.) Day care programs;
- 8.) Creation of new positions;
- 9.) Outreach for high school and college students;
- 10.) Reassignments;
- 11.) Or any positive, result-oriented program designed to achieve affirmative action.

Subsection (b)

The Affirmative Action Plan describes the programs planned and operated pursuant to this section and reports the results achieved.

CSCU's System Office is encouraged to develop innovative programs to create opportunities not otherwise available in the achievement of full participation of all community members; most especially protected group members. CSCU's System Office continues to strive for compliance with the regulations regarding innovative programs.

The Connecticut State Colleges and Universities (CSCU)'s System Office continued its participation in a number of innovative programs and activities aimed at the full and fair participation of protected class persons in Connecticut higher education during this reporting period. Among these annual efforts are the following:

- The Connecticut State Colleges and Universities (CSCU) continued its encouragement of Connecticut institutions of higher education to plan and implement activities designed to end racism and acts of intolerance within the higher education community.
- Actively promotes jobs in education and encourages individuals to attend an institute of higher education. Also provides tuition waivers when the courses are not full and space is available for any CSCU System Office employee.
- The Human Resources staff and the Director of Diversity and Inclusion have attended numerous Human Resources, AA/EEO and Title IX seminars, workshops and conferences to keep managers/supervisors abreast of personnel issues and updates and changes to the laws related to AA/EEO, ADA, diversity, inclusion, equity, human resources and employee and

labor relations and Title IX. Many CSCU System Office staff have also attended educational and training workshops, seminars and conferences throughout the reporting period and try to stay up on all current computer, safety, financial and academic rules, procedures, statutes and laws affecting all areas of higher education. Members of the Civil Air Patrol and Veterans status has been updated into the CSCU Policy Statement and on various publications since it is now a protected class in the State of Connecticut.

- The State University Organization of Administrative Faculty (SUOAF) Collective Bargaining Agreement recognized the compelling need to increase the minority proportion of bargaining unit members to more closely reflect the racial and ethnic diversity of the population of our state and nation. Actions were adopted in the Collective Bargaining Agreement to increase the proportion of minority bargaining union members. A Minority Recruitment and Mentoring Committee working under the direction of the Director of Diversity and Inclusion. This committee is to ensure that mentoring arrangements are available for newly appointed minority employees. The mentors are charged with the responsibility for enhancing the professional development of minority employees during the first three (3) years of their appointment. Direct continuing support for obtaining credentials/qualifications is provided and is part of the individual agreements. Minority employees are encouraged to take courses or certificate programs to help them advance their careers and education in new areas that their position requires them to learn and to expand their knowledge in different areas of their position requirements. At the CSCU System Office, many employees are new to the SUOAF union and they included women in with the minority employees because the pool of money was granted to also consider them. During the reporting period:
 - One (1) BM took more courses on installing, configuring, deploying and managing Windows 10 and another course on Using Enterprise Services;
 - One (1) OF submitted paperwork for reimbursement on books for professional certification exam study and reference purposes to assist in preparation for the exams. This was for Certified Information Systems Security Professional (CISSP) certification in the future; and,
 - One (1) WF also received reimbursement for some computer training in the newest addition of Adobe and McAfee Security.
- President Mark Ojakian continued to host town hall style meetings during the reporting period at each of the Community Colleges and State Universities to have face-to-face discussions directly with students, administration, staff and faculty members to talk about Students First and the Consolidation of the Community Colleges. He has issued communications directly to the System Office staff and the State Community Colleges and Universities regarding changes to higher education laws, statutes and regulations. He communicated information directly about the community college consolidation, budgetary problems, and possible tuition increases. He also communicated information about the CSCU System directly to media, legislators and the public. He started a newsletter called CSCU Buzz and this is circulated throughout the seventeen (17) colleges and universities.

The CSCU System Office supports the opportunity to create innovative ways to train and hire diverse candidates for position and program initiatives. The CSCU continued to sponsor internship programs for students and created university assistant positions to provide technical skills and experience for future Connecticut State Colleges and Universities positions when they become available.

The Connecticut State Colleges and Universities Information Technology Department hired two (2) BM, one (1) OM and one (1) UM as University Assistants to handle the Service Desk position responsibilities during the reporting period. These positions provide support to the Student Support Center, in place for CSCU Students and to the day-to-day operations of all User Support functions and responsibilities. One (1) BM was hired as a Graduate Assistant to assist in the Finance Department during the reporting period.

The Department will continue to explore and implement innovative opportunities to continue the full and fair participation of all protected group members among its staff.

Section 46a-68-94
Concluding Statement

CONNECTICUT STATE COLLEGES AND UNIVESITIES
AFFIRMATIVE ACTION PLAN
CONCLUDING STATEMENT
SECTION 46a-68-94

This section was in compliance in the last Affirmative Action Plan submission.

Subsection (a)

The Connecticut State Colleges and Universities (CSCU) System Office Affirmative Action Plan shall contain a Concluding Statement that:

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

Subsection (b)

The Concluding Statement shall be signed and dated by the Appointing Authority.

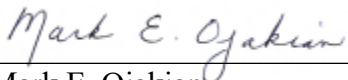
CONCLUDING STATEMENT

As the President of the Connecticut State Colleges and Universities (CSCU) and the appointing authority, I understand that the ultimate responsibility for promoting and enforcing affirmative action rests with me. I hold the responsibility of the success or failure of this plan and I pledge to continue to make every good faith effort to achieve the objectives, goals, and timetables set forth in this Affirmative Action Plan. In accordance with the regulations, the Director of Diversity and Inclusion/Equal Employment Opportunity Officer reports directly to me.

It is essential that the CSCU System Office utilizes its position of leadership and authority in efforts to eliminate any remaining effects of past discrimination in Connecticut higher education. In our leadership by example, the basic objectives set forth herein are among my primary goals and highest priorities as President of the Connecticut State Colleges and Universities (CSCU). As President of the Connecticut State Colleges and Universities (CSCU), I am committed to implementing the CSCU's Affirmative Action Policies, procedures and programs. As such:

- I pledge my personal involvement in the development of policies, programs and procedures to achieve full participation in the state's system of higher education for those underrepresented groups that have not experienced equal education and employment opportunities in the past. As such:
- The CSCU System Office actively recruits from protected groups and often makes assertive efforts to engage such individuals for employment opportunities and upward mobility. We are proud of the diversity among the current staff and the high levels of employment of protected group members;
- All appointments, promotions, training and education programs, tuition assistance and other employment activities will continue to be administered without regard to the bases prohibited by federal and state laws;
- The staff at the CSCU System Office will continue to be supportive of all campus-based activities for affirmative action, equal employment opportunity, diversity, inclusion and equity.

As the appointing authority of the Connecticut State Colleges and Universities (CSCU), I have carefully read the Affirmative Action Plan and certify the contents to be true and correct to the best of my knowledge and belief. I am confident that this Affirmative Action Plan is thoroughly constructed in compliance with existing guidelines and demonstrates the CSCU System Office's good faith efforts to achieve the objectives, goals and timetables set forth in the Affirmative Action Plan.



Mark E. Ojakian
President
Connecticut State Colleges and Universities (CSCU)

8/7/2020

Date