CCSU
2023 AFFIRMATIVE ACTION PLAN

Executive Summary

The Office of Equity & Inclusion (OEI)

The AAP is a comprehensive, result-oriented set of procedures that details the University's unique strategy. It strives to eliminate discrimination, set forth a good faith effort to attain hiring, promotional and programmatic goals, and achieve equal opportunity.

EXECUTIVE SUMMARY

The Central Connecticut State University (CCSU) Office of Equity & Inclusion (OEI) has completed the University's Affirmative Action Plan (AAP) per the requirements of the Connecticut General Statutes 46a-68. The AAP is a comprehensive, results-oriented set of procedures and programs, which detail the University's strategy in the area of diversity, inclusion, and equity. It ventures to eliminate discrimination through good faith efforts to attain hiring, promotional and programmatic goals, and achieve equal opportunity in the workforce.

CCSU, as required in the regulations, submits the AAP annually for review and approval by the Commission on Human Rights and Opportunities (CHRO). The CHRO reviews and evaluates the AAP within 90 days, to ensure that it contains all required elements and is in compliance. CHRO approved the 2022 AA Plan with no recommendations noted by the CHRO Reviewer, Gary Madison.
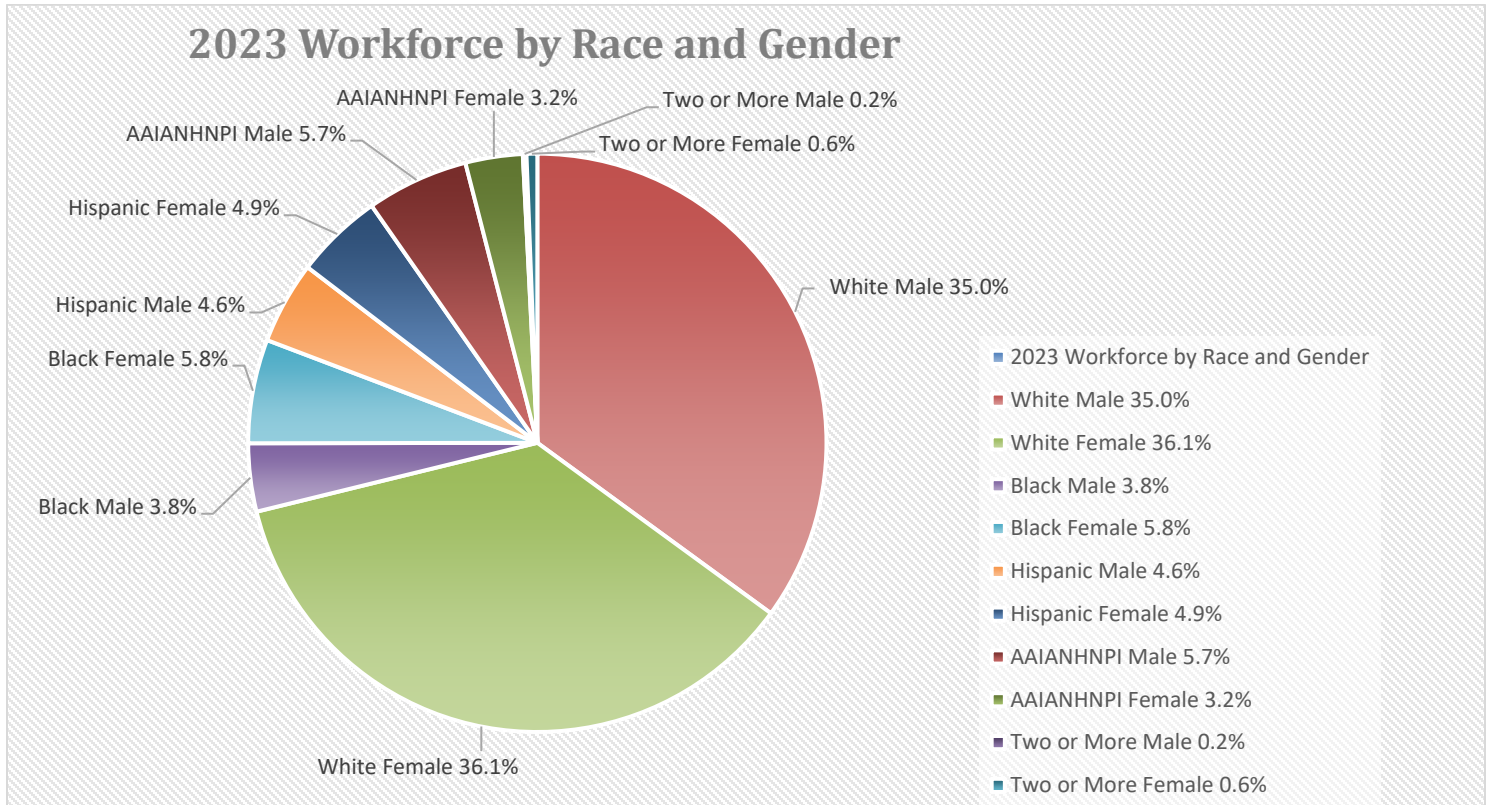
CCSU Full-time Workforce Statistics Table

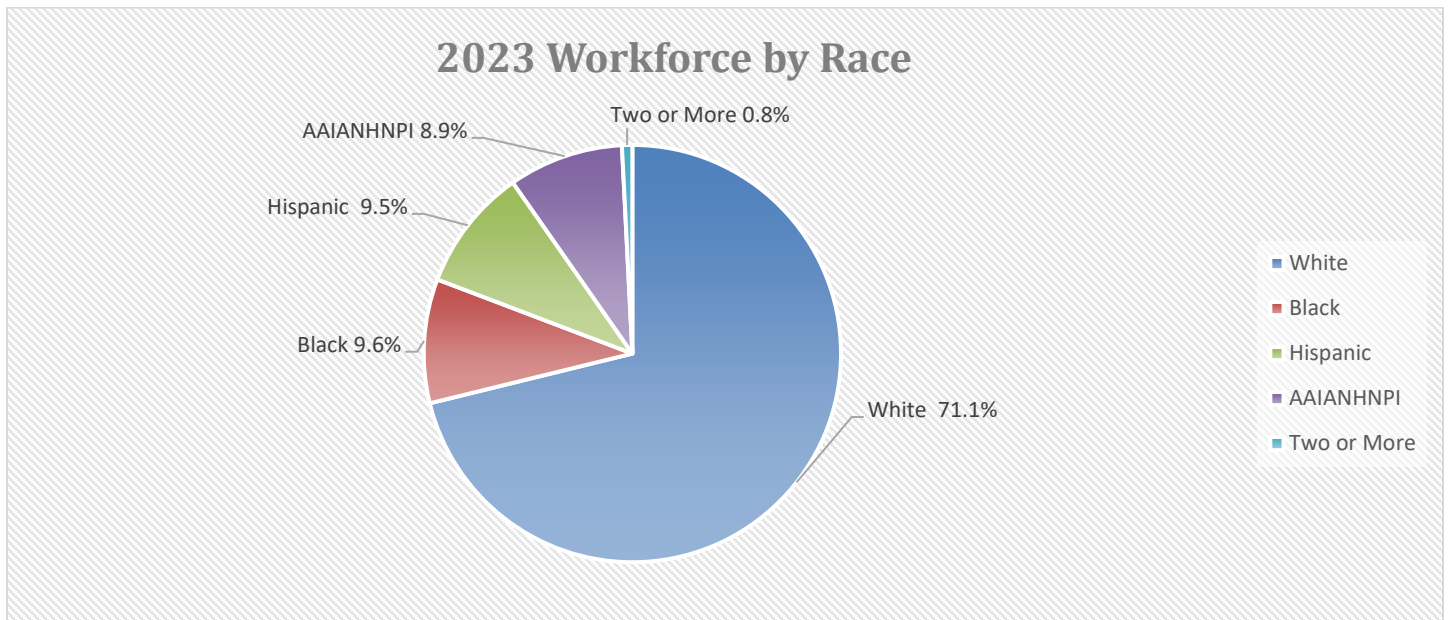| Category or Class	Grand Total	Total		White		Black		Hispanic		AAIANHNPI*		Two or More	
		M	F	M	F	M	F	M	F	M	F	M	F
Executive Management	34	15	19	9	14	5	2	1	2	0	0	0	1
		44.1%	55.9%	26.5%	31.2%	14.7%	5.9%	2.9%	5.9%	0.0%	0.0%	0.0%	2.9%
Faculty	366	209	157	142	114	10	15	11	9	46	19	0	0
		57.1%	42.9%	38.8%	31.1%	2.7%	4.1%	3.0%	2.5%	12.6%	5.2%	0.0%	0.0%
Coaching	24	17	7	14	5	3	2	0	0	0	0	0	0
		70.8%	29.2%	58.3%	20.8%	12.5%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Professional Non-Faculty	248	85	163	68	118	6	16	8	18	1	7	2	4
		34.3%	65.7%	27.4%	47.6%	2.4%	6.5%	3.2%	7.3%	0.4%	2.8%	0.8%	1.6%
Clerical Secretarial	60	6	54	4	34	1	13	0	6	1	1	0	0
		10%	90%	6.7%	56.7%	1.7%	21.7%	0%	10%	1.7%	1.7%	0.0%	0.0%
Tech/ Para Professional	5	2	3	1	3	0	0	1	0	0	0	0	0
		40.0%	60.0%	20.0%	60.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Skilled Crafts	11	10	1	10	1	0	0	0	0	0	0	0	0
		90.9%	9.1%	90.9%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Service Maintenance	76	57	19	36	12	6	1	15	6	0	0	0	0
		75.0%	25.0%	47.4%	15.8%	7.9%	1.3%	19.7%	7.9%	0.0%	0.0%	0.0%	0.0%
Protective Services	17	14	3	10	3	1	0	3	0	0	0	0	0
		82.4%	17.6%	58.8	17.6%	5.9%	0.0%	17.6%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTALS	841	415	426	294	304	32	49	39	41	48	27	2	5
	100.0%	49.3%	50.7%	35%	36.1%	3.8%	5.8%	4.6%	4.9%	5.7%	3.2%	0.2%	0.6%

*Asian, American Indian, Alaskan Native, Hawaiian Native and Pacific Islander

Note: The above Workforce Statistics Table includes FT and permanent appointments, excluding PT, Special & Temporary/Emergency appointments. Faculty special appointments, University Assistants, Lecturers and Emergency hires, and graduate interns are not included in the full-time workforce.

ANALYSIS OF CCSU FULL-TIME WORKFORCE BY RACE AND GENDER

2023 Workforce by Race and Gender

- AAIANHNPI Female 3.2%
- Two or More Male 0.2%
- AAIANHNPI Male 5.7%
- Two or More Female 0.6%
- Hispanic Female 4.9%
- Hispanic Male 4.6%
- White Male 35.0%
- Black Female 5.8%
- Black Male 3.8%
- White Female 36.1%

Legend:
- 2023 Workforce by Race and Gender
- White Male 35.0%
- White Female 36.1%
- Black Male 3.8%
- Black Female 5.8%
- Hispanic Male 4.6%
- Hispanic Female 4.9%
- AAIANHNPI Male 5.7%
- AAIANHNPI Female 3.2%
- Two or More Male 0.2%
- Two or More Female 0.6%

ANALYSIS OF CCSU FULL-TIME WORKFORCE BY RACE CATEGORIES

2023 Workforce by Race

- Two or More 0.8%
- AAIANHNPI 8.9%
- Hispanic 9.5%
- Black 9.6%
- White 71.1%

Legend:
- White
- Black
- Hispanic
- AAIANHNPI
- Two or More

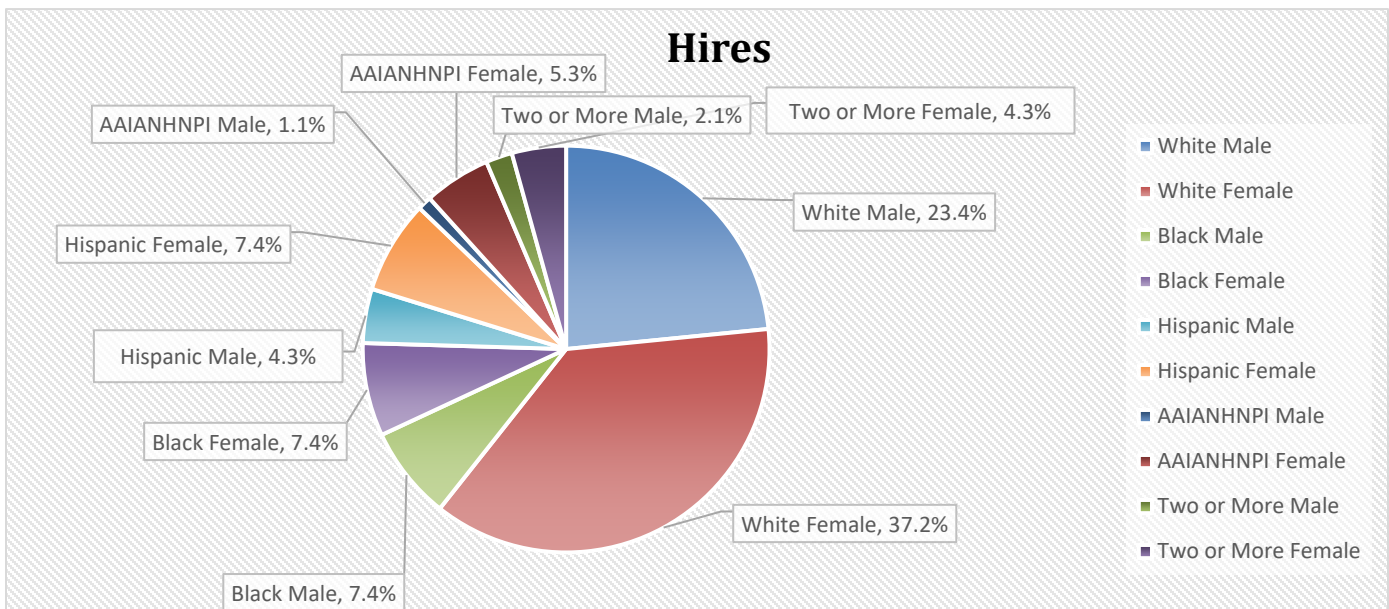| Category or Class	Grand Total	White	Black	Hispanic	AAIANHNPI	Two or More
Totals	841	598	81	80	75	7
	100.00%	71.1%	9.6%	9.5%	8.9%	0.8%

ANALYSIS OF HIRING ACTIVITY FOR 2022-2023 AFFIRMATIVE ACTION PLAN

Hiring Activity

This table includes only categories where hiring occurred between 8/1/2022 – 7/31/2023.
This excludes Professor and Skilled Craft Categories.

EEO Category	White		Black		Hispanic		AAIANHNPI*		Two or More		Total
	M	F	M	F	M	F	M	F	M	F	
Executive	1	4	2	0	0	0	0	0	0	1	8
Associate Professor	1	1	0	0	0	0	0	1	0	0	3
Assistant Professor	5	5	1	2	0	0	1	3	0	0	17
Coaches	1	0	0	1	0	0	0	0	0	0	2
Professional Non-Faculty	9	22	3	3	1	7	0	1	2	3	51
Clerical All Titles	1	1	0	0	0	0	0	0	0	0	2
Secretary 2	0	0	0	1	0	0	0	0	0	0	1
Tech/Paraprofessional	0	1	0	0	0	0	0	0	0	0	1
Skilled Craft Workers	2	0	0	0	0	0	0	0	0	0	2
Service Maintenance	1	0	0	0	0	0	0	0	0	0	1
Custodians	0	1	1	0	2	0	0	0	0	0	4
Protective Services	1	0	0	0	1	0	0	0	0	0	2
Total	22	35	7	7	4	7	1	5	2	4	94
Percentage	23.4%	37.2%	7.4%	7.4%	4.3%	7.4%	1.1%	5.3%	2.1%	4.3%	

ANALYSIS OF CCSU FULL-TIME WORKFORCE: HIRES

Hires

AAIANHNPI Female, 5.3%
AAIANHNPI Male, 1.1%
Two or More Male, 2.1%
Two or More Female, 4.3%
Hispanic Female, 7.4%
White Male, 23.4%
Hispanic Male, 4.3%
Black Female, 7.4%
Black Male, 7.4%
White Female, 37.2%

Legend:
- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- AAIANHNPI Male
- AAIANHNPI Female
- Two or More Male
- Two or More Female

For this reporting period, CCSU established sixty-five (65) hiring goals, and experienced ninety-four (94) hires. Hiring occurred in the occupational categories of Executive Administrative, Associate Professor, Assistant Professor, Coaches, Professional Non-Faculty, Clerical All Titles, Secretary 2, Tech/Paraprofessional, Skilled Craft, Service Maintenance, Custodians, and Protective Services.

Of the ninety-four (94) hires that occurred during this reporting period, seventeen (17) or (18.1%) of all hires met established reachable hiring goals.

EEO Category	Hires	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	8	2	1	50.0%
Faculty including Coaches	22	15	6	40.0%
Professional Non-Faculty	51	16	8	50.0%
Other Staff (Classified)	13	32	2	6.25%
Total	94	65	17	18.1%

Additionally, in its commitment to diversify the workforce, the University hired twenty-three (23) members of underrepresented groups that did not meet established goals:
- One (1) diverse hire in the **Executive** category: One (1) AAIANHNPI Female.
- Seven (7) diverse hires in the **Assistant Professor** category: One (1) Black Male; Two (2) Black Females; One (1) AAIANHNPI Male; Three (3) AAIANHNPI Females.
- One (1) diverse hire in the **Coaching** category: One (1) Black Female.
- Ten (10) diverse hires in the **Professional/Non-faculty** category: Three (3) Black Females and Seven (7) Hispanic Females.
- One (1) diverse hire in the **Secretary 2** category: One (1) Black Female.
- Two (2) diverse hires in the **Custodian** category: Two (2) Hispanic Males.
- One (1) diverse hire in the **Protective Services** category: One (1) Hispanic Male.

Goal candidates or candidates from historically underrepresented groups were part of most searches throughout the reporting period.

For a full explanation, see Section 46a-68-90, *Goals Analysis.*

Promotional Activity

This table includes only categories where promotions occurred; excludes Assistant Professor, Clerical, Technical Paraprofessional, Custodians, Skilled Craft, and Protective Services.

EEO Category	White		Black		Hispanic		AAIANHNPI		Two or More		Total
	M	F	M	F	M	F	M	F	M	F	
Executive	0	3	0	0	0	1	0	0	0	0	4
Professor	3	5	1	0	0	0	2	1	0	0	12
Associate Professor	3	1	0	0	2	0	3	0	0	0	9
Professional Non-Faculty	1	2	0	0	1	0	0	0	0	0	4
Service Maintenance	1	1	0	0	1	0	0	0	0	0	3
Total	8	12	1	0	4	1	5	1	0	0	32
Percentage	25.0%	37.5%	3.1%	0.0%	12.5%	3.1%	15.6%	3.1%	0.0%	0.0%	

ANALYSIS OF CCSU FULL-TIME WORKFORCE: PROMOTIONS
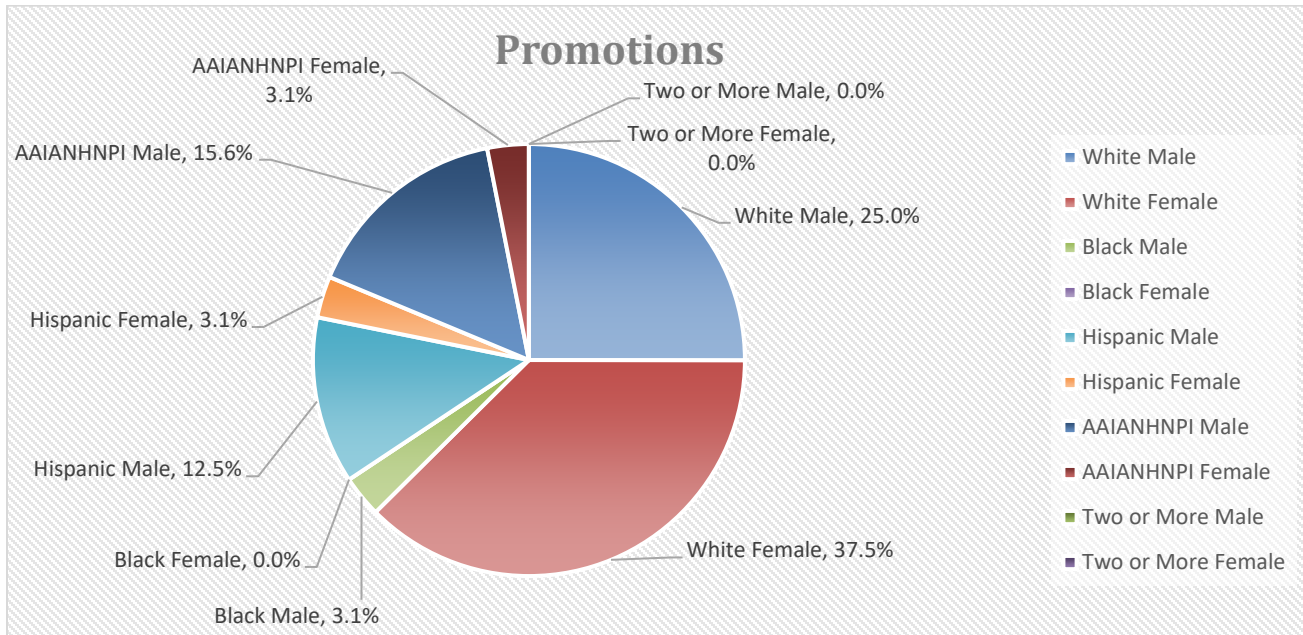
For this reporting period, CCSU established forty-three (43) promotional goals and experienced thirty-two (32) promotions. Promotions occurred in the occupational categories of Executive Administrative, Professor, Associate Professor, Professional Non-Faculty, and Service Maintenance.

Of the thirty-two (32) promotions that occurred during this reporting period, fourteen (14) or thirty-two-point six percent (32.6%) met established reachable promotional goals.

EEO Category	Promotions	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	4	1	1	100.0%
Faculty	21	33	11	33.3%
Professional Non-Faculty	4	1	0	0.0%
Clerical All Titles including Secretary 2	0	3	0	0.0%
Service Maintenance	3	4	2	50.0%
Skilled Craft	0	1	0	0.0%
Total	**32**	**43**	**14**	**32.6%**

Additionally, in its commitment to diversify the University promoted five (5) members of underrepresented groups that did not meet established goals:
- One (1) diverse promotion in the Executive Administrative Category: One (1) Hispanic Female
- Three (3) diverse promotions in the **Associate Professor** category: Three (3) AAIANHNPI Males
- One (1) diverse promotion in the **Professional Non-Faculty** category: One (1) Hispanic Male

For a full explanation, see Section 46a-68-90, Goals Analysis.

Summary of Faculty Promotions

Promotions in the faculty category are self-directed; therefore, goal achievement can be measured against those who apply for promotion. For this reporting period, CCSU established thirty-three (33) faculty promotion goals and experienced twenty-one (21) promotions. Of the twenty-one (21) faculty promotions that occurred during this reporting period, eleven (11) or thirty-three-point three percent (33.3%) met established reachable promotion goals.

Promotions to Professor

Fourteen (14) faculty members applied for promotion to Professor: Five (5) White Males; Five (5) White Females; One (1) Black Male; Two (2) AAIANHNPI Males; and One (1) AAIANHNPI Female.

Twelve (12) applicants were recommended for promotions to Professor based on the evaluations of the Department Evaluation Committee (DEC), the Deans, the Promotion and Tenure Committee (P&T) and Provost: Three (3) White Males; Five (5) White Females; One (1) Black Male; Two (2) AAIANHNPI Males; and One (1) AAIANHNPI Female.

Of the twelve (12) promotions that occurred in this category, the University achieved nine (9) established promotional goals: **Five (5) White Females; One (1) Black Male; Two (2) AAIANHNPI Males and One (1) AAIANHNPI Female.**

Two (2) applicants were denied promotion because they failed to meet the criterion set forth in Article 4.11.9.1-4.11.9.5 of the Collective Bargaining Agreement: Two (2) White Males.

Of the twelve (12) promotions that occurred in the Professor category, the University achieved nine (9) established promotional goals or seventy-five (75%).

Promotions to Associate Professors

Nine (9) faculty members applied for promotions to Associate Professor: Three (3) White Males; One (1) White Female; Two (2) Hispanic Males; and Three (3) AAIANHNPI Males.

Nine (9) applicants were recommended for promotions to Associate Professor based on the evaluations of the DEC, the Deans, P&T, and Provost: Three (3) White Males; One (1) White Female; Two (2) Hispanic Males; and Three (3) AAIANHNPI Males.

Of the nine (9) promotions that occurred in this category, the University achieved two (2) established promotional goal: One (1) White Female and One (1) Hispanic Male.

No applicants were denied promotion because they failed to meet the criterion set forth in Article 4.11.9.1-4.11.9.5 of the Collective Bargaining Agreement.

Of the nine (9) promotions that occurred in the Associate Professor category, the University achieved two (2) goals or twenty-two-point two (22.2%) percent.

Hiring and Promotional Goals

The University has established hiring and/or promotional goals to remedy the underutilization of protected classes identified in the utilization analysis. Hiring goals are established for jobs usually filled through original appointment, and promotional goals are for jobs filled through an internal promotional appointment. The objective of hiring and promotional goals is to reach parity with the availability base of protected groups in relevant labor market areas.

A **goal** is a hiring or promotion objective, which the University must strive to obtain by demonstrating every good faith effort. Goals are set to remedy the underutilization of minorities and women in the workforce and must be established within a designated time frame.

The University has set its goals to be meaningful, measurable, and reasonably attainable. It is important to note, however, that state re-employment lists, SEBAC rights, and union contracts relating to transfers from other agencies are in effect, and the University must consider those candidates for specific vacancies if they qualify.

Hiring and Promotional Goals for 2023-2024

Based on the **Section 46a-68-40, Utilization Analysis**, the University has established the following hiring and promotional goals for the period of August 1, 2023, through July 31, 2024.

EXECUTIVE/ADMINISTRATIVE

Hiring	Promotional
1 White Male	1 White Male
1 Black Female	
1 AAIANHNPI Male	
1 AAIANHNPI Female	

FACULTY

PROFESSOR

Hiring	Promotional
None	2 White Females
	8 Hispanic Females
	7 AAIANHNPI Males
	1 AAIANHNPI Female

ASSOCIATE PROFESSOR

Hiring	Promotional
3 White Females	8 White Females
1 Black Male	
2 Black Female	3 Black Females
4 AAIANHNPI Females	5 AAIANHNPI Females
1 Two or More Female	

ASSISTANT PROFESSOR

Hiring	Promotional
4 White Males	None
2 Hispanic Males	
2 Hispanic Females	
1 Two or More Male	
1 Two or More Female	

COACHING

Hiring	Promotional
1 White Female	None
1 Hispanic Male	
1 Hispanic Female	
1 AAIANHNPI Male	

PROFESSIONAL/NON-FACULTY

Hiring	Promotional
5 White Males	None
3 Black Males	
1 Hispanic Male	
7 AAIANHNPI Males	
4 AAIANHNPI Females	

SECRETARIAL CLERICAL (Excluding SECRETARY 2)

Hiring	Promotional
1 Hispanic Male	1 White Female
2 Hispanic Females	1 Hispanic Female

SECRETARIAL CLERICAL/SECRETARY 2

Hiring	Promotional
3 White Females	1 White Female
1 AAIANHNPI Female	
1 Two or More Female	

TECHNICAL/PARAPROFESSIONAL

Hiring	Promotional
1 Black Female	None
1 Hispanic Female	

SKILLED CRAFTS

Hiring	Promotional
1 Black Male	None
1 Hispanic Male	

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)

Hiring	Promotional
1 White Female	1 White Female
1 Black Female	
3 Hispanic Males	2 Hispanic Males
2 Hispanic Females	1 Hispanic Female
1 Two or More Male	

SERVICE MAINTENANCE/CUSTODIANS

Hiring	Promotional
1 White Male	None
1 Black Male	
1 Black Female	
3 Hispanic Females	
1 Two or More Male	

PROTECTIVE SERVICES

Hiring	Promotional
1 White Male	None
1 Black Male	
1 Black Female	
1 Hispanic Female	

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

Program Goals for 2023-2024

The University did not identify any employment policy or practice that adversely affects any minority group candidates, including physically disabled or older persons. The University will, however, continue to take a critical look at its employment processes and if disparities occur, the University will initiate efforts to remove such impact and improve the processes. In order to foster a campus climate of inclusion and diversity, to ensure equal rights for all the various groups that make up the University community and to educate our students toward appreciation for diversity, the University's goals for this reporting period are:

1. **Completion of Recruitment and Equitable Search Process**
   The Office of Equity and Inclusion and Human Resources will implement recommendations from a consulting firm to make changes to the CCSU's hiring process. The Office of Equity and Inclusion and Human Resources Staff will bring the hiring manual up to date to include the current process and procedures. The hiring manual updates will include: steps and procedures in the search process, new search forms, additional diverse recruitment resources, interviewing tips and techniques, and a thorough applicant review process. Once updated, the resource will be placed online for all faculty and staff to utilize as a resource. Campus-wide training will be conducted.

   Completion Date: July 31, 2024

   Responsible Person: Dr. Craig Wright, Vice President for Equity and Inclusion, Christopher Wethje, Chief Human Resource Officer, Equity and Inclusion Associates and Human Resources Associates

2. **Professional Development**

   Provide a development opportunity to the leadership team and campus community to continue the creation of an inclusive campus culture. This program will allow participants to engage with topics to include how to engage in difficult conversations and embrace diverse people, ideas, and perspectives to transform the campus culture to one in which all members draw strength from collective diversity and every individual can achieve their full potential. The Vice President for Equity and Inclusion will collaborate with the Provost and Vice President for Academic Affairs, and staff from the Center for Community Engagement & Social Research.

   Completion Date: July 31, 2024

   Responsible Person: Dr. Craig Wright, Vice President for Equity and Inclusion

Cooperation with Other Agencies

When the cooperation of another agency is essential to the implementation of a program goal, CCSU will maintain a record of each instance of contact with the agency and the outcome of the request.