

## Introduction

Central Connecticut State University (CCSU) is committed to both the letter and the spirit of the laws that encompass Equal Employment Opportunity and Affirmative Action. With the exception of the numerical workbooks, this Plan was developed under Affirmative Action Regulations, 46a-68-75 through 46a-68-94 inclusive. Per 46a-68-76, CCSU has opted to submit the AAP in paper copy. In compliance with the revised regulations in 46a-68-77, the AAP addresses all 16 elements required for submission and compliance.

The 2023 Affirmative Action Plan (AAP) was approved in February 2024 by the Commission on Human Rights and Opportunities (CHRO). No weaknesses or deficiencies were found in the proposed AAP.

To achieve all lawful objectives, the University has developed the annual 2023-2024 Affirmative Action Plan, pursuant to section 46a-68 of the Connecticut General Statutes and the corresponding Affirmative Action Regulations for State agencies. The Plan follows the format set forth in the regulations and addresses each element therein.

With a deeply rooted belief in the principles of Affirmative Action and Equal Employment Opportunity, CCSU continually strives to provide all employees, current and prospective, every opportunity and possible benefit regarding their employment. Equally, CCSU continually strives to ensure that every student is afforded the highest standard of educational opportunity.



**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*

**SENT VIA EMAIL**

February 24, 2025

Zulma R. Toro, PhD, President  
Central Connecticut State University  
1615 Stanley Street  
New Britain, CT 06050

**RE: 2024 Affirmative Action Plan - APPROVED**

Dear Dr. Toro:

Pursuant to Section 46a-68(d) of the general statutes, the Commission on Human Rights and Opportunities has reviewed the proposed affirmative action plan submitted by Central Connecticut State University on November 26, 2024. The Commission at its regular meeting on February 19, 2025, voted that the plan be **APPROVED**.

The review and analysis of the proposed affirmative action plan was performed in accordance with Section 46a-68-103 and is transmitted herewith. **THE SCHEDULED DATE FOR YOUR NEXT FILING is November 30, 2025.**

The Commission requests that the attached evaluation be thoroughly reviewed to ensure that all deficiencies, omissions, and errors identified in the Evaluation be addressed.

For technical assistance or if you have any questions you may contact Gary Madison, CHRO Representative, at 860-541-3411 or Jase Olavarria, CHRO Representative, at 860-541-3455.

Sincerely,

Tanya A. Hughes  
Executive Director

Attachment

- C: Dr. Michael Russo, Interim Vice President for Equity & Wellbeing  
Erin Rodas, Equity & Inclusion Associate  
Johnette Tolliver, State Program Manager/Affirmative Action and Contract Compliance  
Gary Madison, CHRO Representative  
Jase Ramon Olavarria, CHRO Representative



# State of Connecticut Commission on Human Rights and Opportunities

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

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## PROPOSED AFFIRMATIVE ACTION PLAN

Central Connecticut State University

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; or
  - (2) the agency has met all or substantially all of its hiring, promotion and program goals during the reporting period; or
  - (3) the agency has demonstrated every good faith effort to achieve such goals and, despite these efforts, has been unable to do so; and
  - (4) the agency has substantially addressed deficiencies noted by the Commission on Human Rights and Opportunities.

#### 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.

Agency

SECTION 46a-68-78. Policy Statement

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  In Compliance

PROPOSALS/RECOMMENDATIONS:

Please include "status as a victim of domestic violence" among the protected classes listed in the policy statement in future submissions.

SECTION 46a-68-79. Internal Communication

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  In Compliance

PROPOSALS/RECOMMENDATIONS:

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

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  In Compliance

PROPOSALS/RECOMMENDATIONS:

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

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  In Compliance

Agency

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-82. Organizational Analysis

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  X  In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-83. Work Force Analysis

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  X  In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-84. Availability Analysis

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  X  In Compliance

PROPOSALS/RECOMMENDATIONS:

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

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

Agency

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  X  In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-86. Employment Analyses

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  X  In Compliance

PROPOSALS/RECOMMENDATIONS:

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

PROPOSALS/RECOMMENDATIONS:

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

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-89. Discrimination Complaint Process

PREVIOUS SUBMISSION:

Agency

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-90. Goals Analysis

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-91. Upward Mobility

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-93. Innovative Programs

PREVIOUS SUBMISSION:

This section was in compliance in the prior filing.

PRESENT SUBMISSION:

This section is \_\_\_\_\_ Deficient \_\_\_\_\_ Weak  In Compliance

PROPOSALS/RECOMMENDATIONS:

Agency

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 Central Connecticut State University for the filing date of 11/26/2024 has been voted APPROVED.