



CENTRAL CONNECTICUT STATE UNIVERSITY 2024 AFFIRMATIVE ACTION PLAN

Executive Summary

Office of Equity & Inclusion

The Affirmative Action Plan 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.

CCSU is an Affirmative Action and Equal Opportunity Employer and Educator.

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 2023 AAP with no recommendations noted by the CHRO Reviewer, Gary Madison.

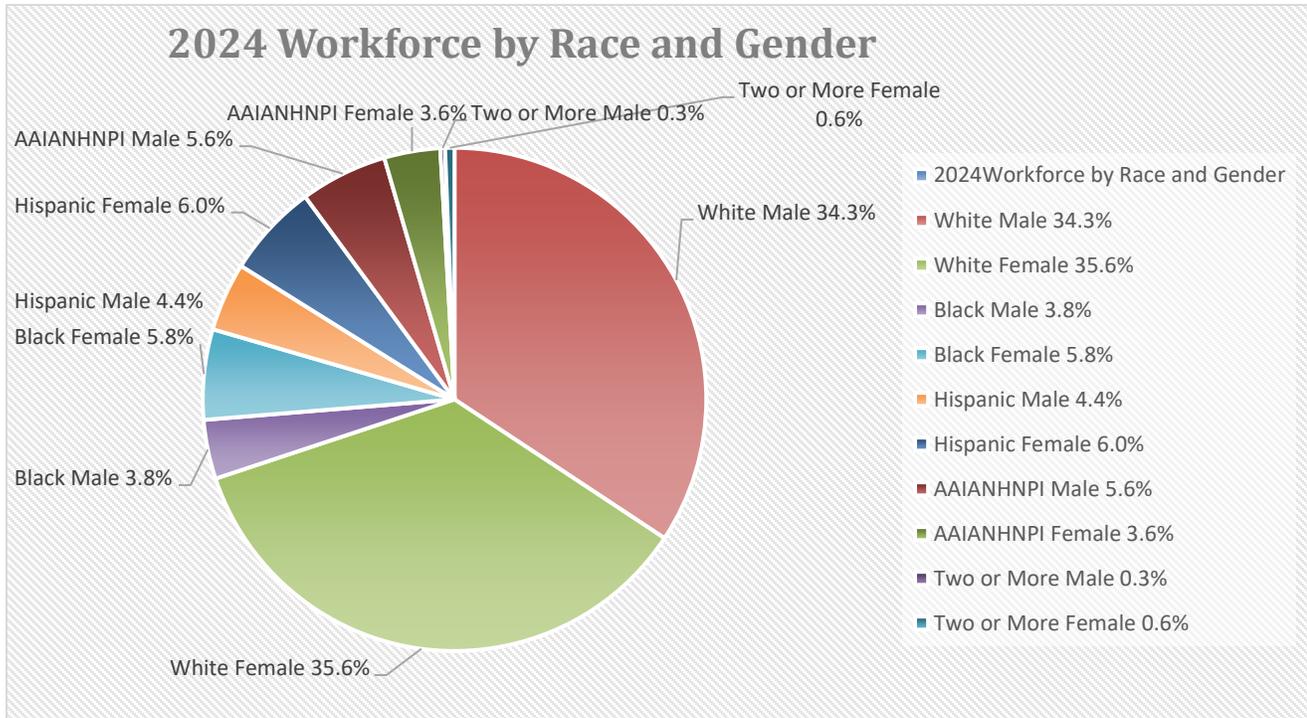
CCSU Full-time Workforce Statistics Table

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	36	15	21	11	16	3	1	1	3	0	1	0	0
		41.7%	58.3%	30.6%	44.4%	8.3%	2.8%	2.8%	8.3%	0.0%	2.8%	0.0%	0.0%
Faculty	377	214	163	147	118	10	14	11	11	46	20	0	0
		56.8%	43.2%	39.0%	31.3%	2.7%	3.7%	2.9%	2.9%	12.2%	5.3%	0.0%	0.0%
Coaching	22	16	6	14	4	2	2	0	0	0	0	0	0
		72.7%	27.3%	63.6%	18.2%	9.1%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Professional Non-Faculty	268	93	175	72	120	9	20	8	23	2	8	2	4
		34.7%	65.3%	26.9%	44.8%	3.4%	7.5%	3.0%	8.6%	0.7%	3.0%	0.7%	1.5%
Clerical Secretarial	62	5	57	3	36	1	13	0	6	1	2	0	0
		8.1%	91.9%	4.8%	58.1%	1.6%	21.0%	0.0%	9.7%	1.6%	3.2%	0.0%	0.0%
Tech/ Para Professional	11	2	9	1	4	0	0	1	3	0	1	0	1
		18.2%	81.8%	9.1%	36.4%	0.0%	0.0%	9.1%	27.3%	0.0%	9.1%	0.0%	9.1%
Skilled Crafts	12	11	1	10	1	1	0	0	0	0	0	0	0
		91.7%	8.3%	83.3%	8.3%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Service Maintenance	76	57	19	35	11	6	1	15	7	0	0	1	0
		75.0%	25.0%	46.1%	14.5%	7.9%	1.3%	19.7%	9.2%	0.0%	0.0%	1.3%	0.0%
Protective Services	16	13	3	9	3	1	0	3	0	0	0	0	0
		81.3%	18.8%	56.3%	18.8%	6.3%	0.0%	18.8%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTALS	880	426	454	302	313	33	51	39	53	49	32	3	5
		100.0%	48.4%	51.6%	34.3%	3.8%	5.8%	4.4%	6.0%	5.6%	3.6%	0.3%	0.6%

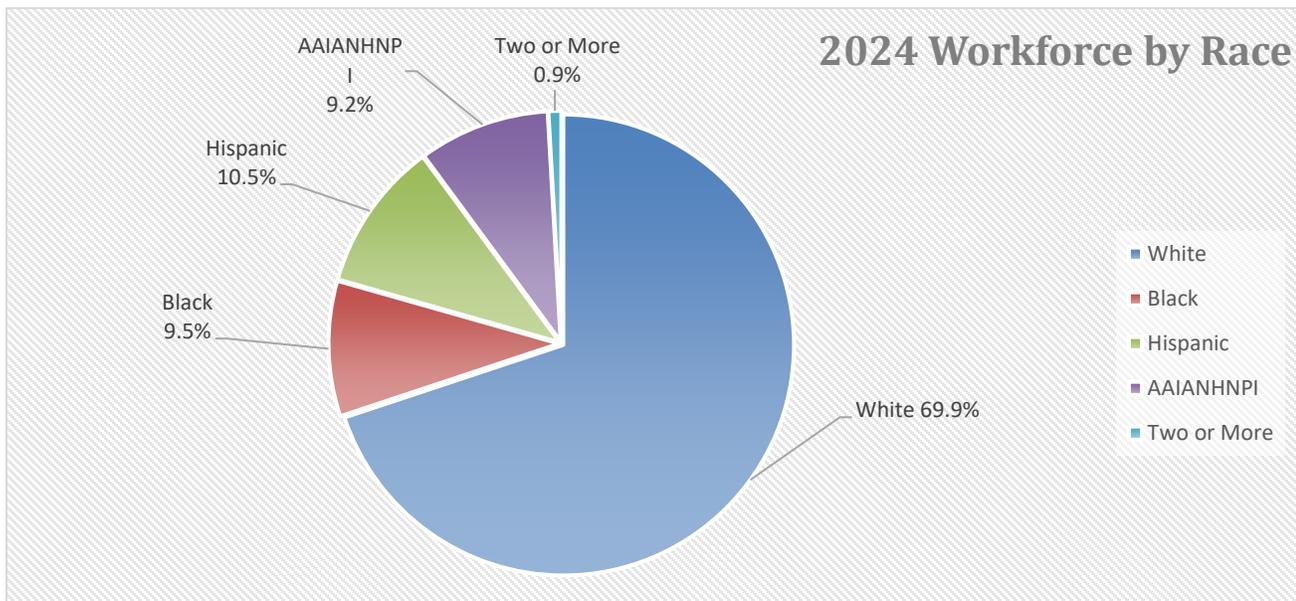
*Asian, American Indian, Alaskan Native, Hawaiian Native and Pacific Islander

Note: The above Workforce Statistics Table includes FT permanent appointments, excluding PT, Special and 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



Analysis of CCSU Full-time Workforce by Race Categories



Category or Class	Grand Total	White	Black	Hispanic	AAIANHNPI	Two or More
Totals	880	615	84	92	81	8
	100.0%	69.9%	9.5%	10.5%	9.2%	0.9%

Analysis of Hiring Activity for 2023-2024 Affirmative Action Plan

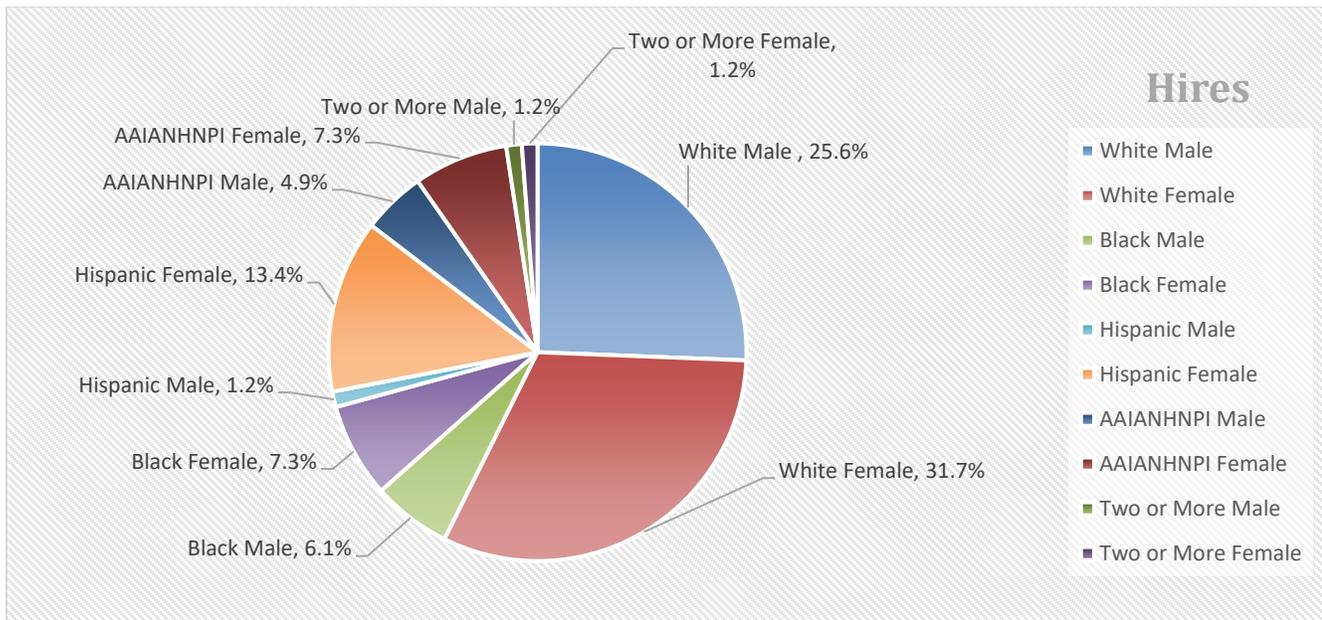
Hiring Activity

This table includes only categories where hiring occurred between 8/1/2023 – 7/31/2024.

During this reporting period, no hiring activity occurred for Professors, Coaches, and Secretary 2.

EEO Category	White		Black		Hispanic		AAIANHNPI*		Two or More		Total
	M	F	M	F	M	F	M	F	M	F	
Executive	0	0	0	0	0	0	0	1	0	0	1
Professor	0	0	0	0	0	0	0	0	0	0	0
Associate Professor	0	2	0	0	0	0	0	0	0	0	2
Assistant Professor	7	7	1	0	0	2	2	2	0	0	21
Coaches	0	0	0	0	0	0	0	0	0	0	0
Professional Non-Faculty	10	13	3	5	0	5	2	1	0	0	39
Clerical All Titles	0	3	0	0	0	0	0	1	0	0	4
Secretary 2	0	0	0	0	0	0	0	0	0	0	0
Tech/Paraprofessional	1	1	0	0	0	3	0	1	0	1	7
Skilled Craft Workers	1	0	0	0	0	0	0	0	0	0	1
Service Maintenance	1	0	1	0	1	0	0	0	0	0	3
Custodians	0	0	0	0	0	1	0	0	1	0	2
Protective Services	1	0	0	1	0	0	0	0	0	0	2
Total	21	26	5	6	1	11	4	6	1	1	82
Percentage	25.6%	31.7%	6.1%	7.3%	1.2%	13.4%	4.9%	7.3%	1.2%	1.2%	

Analysis of CCSU Full-time Workforce: Hires



For this reporting period, CCSU established eighty-one (81) hiring goals, and experienced eighty-two (82) hires. Hiring occurred in the occupational categories of Executive Administrative, Associate Professor, Assistant Professor, Professional Non-Faculty, Clerical All Titles, Tech/Paraprofessional, Skilled Craft, Service Maintenance, Custodians, and Protective Services.

Of the eighty-two (82) hires that occurred during this reporting period, twenty-five (25) or (30.9%) of all hires met established reachable hiring goals.

EEO Category	Hires	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	1	4	1	25.0%
Faculty including Coaches	23	25	8	38.1%
Professional Non-Faculty	39	20	11	55.0%
Other Staff (Classified)	19	32	5	15.6%
Total	82	81	25	30.9%

Additionally, in its commitment to diversify the workforce, the University hired twenty-three (23) members of underrepresented groups that did not meet established goals:

- Five (5) diverse hires in the **Assistant Professor** category: One (1) Black Female; Two (2) AAIANHNPI Males; Two (2) AAIANHNPI Females.
- Ten (10) diverse hires in the **Professional/Non-faculty** category: Five (5) Black Females; Five (5) Hispanic Females.
- One (1) diverse hire in **Clerical, All Titles except Sec. 2** category: One (1) AAIANHNPI Female.
- Four (4) diverse hires in **Tech/Paraprofessional** category: Two (2) Hispanic Females; One (1) AAIANHNPI Female, One (1) Two or More Female.
- One (1) diverse hire in **Skilled Craft** category: One (1) Black Male
- One (1) diverse hire in the **Service Maintenance all titles except Custodian** category: One (1) Black 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*.

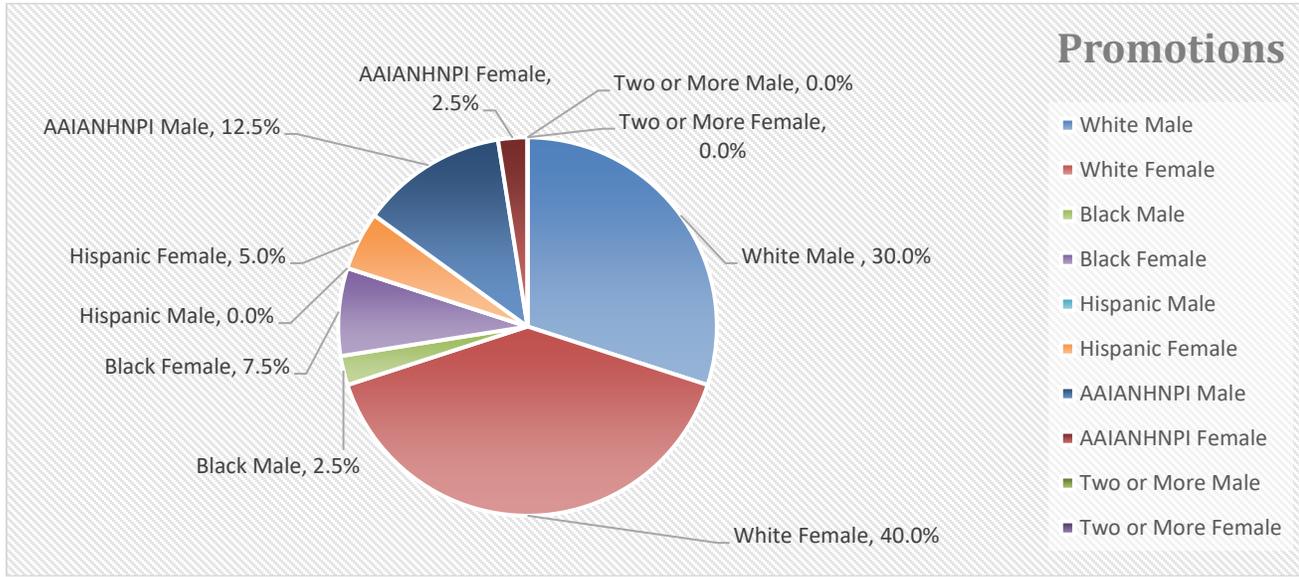
Promotional Activity

This table includes only categories where promotions occurred between 8/1/2023 – 7/31/2024.

During this reporting period, no promotional activity occurred for Clerical, Technical Paraprofessional, Custodians, Service Maintenance, and Protective Services.

EEO Category	White		Black		Hispanic		AAIANHNPI		Two or More		Total
	M	F	M	F	M	F	M	F	M	F	
Executive	3	3	0	0	0	0	0	0	0	0	6
Professor	7	4	0	1	0	1	3	0	0	0	16
Associate Professor	1	7	0	2	0	1	2	1	0	0	14
Assistant Professor	0	1	0	0	0	0	0	0	0	0	1
Professional Non-Faculty	1	1	0	0	0	0	0	0	0	0	2
Skilled Craft	0	0	1	0	0	0	0	0	0	0	1
Total	12	16	1	3	0	2	5	1	0	0	40
Percentage	30.0%	40.0%	2.5%	7.5%	0.0%	5.0%	12.5%	2.5%	0.0%	0.0%	

Analysis of CCSU Full-time Workforce: Promotions



For this reporting period, CCSU established forty-two (42) promotional goals and experienced forty (40) promotions. Promotions occurred in the occupational categories of Executive Administrative, Professor, Associate Professor, Assistant Professor, Professional Non-Faculty, and Skilled Craft.

Of the forty (40) promotions that occurred during this reporting period, seventeen (17) or forty-point five percent (40.5%) met established reachable promotional goals.

EEO Category	Promotions	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	6	1	1	100.0%
Faculty	31	34	16	47.1%
Professional Non-Faculty	2	0	0	0.0%
Clerical All Titles including Secretary 2	0	3	0	0.0%
Skilled Craft	1	0	0	0.0%
Service Maintenance	0	4	0	0.0%
Total	40	42	17	40.5%

Additionally, consistent with its commitment to diversify, the University promoted four (4) members of underrepresented groups that did not meet established goals:

- One (1) diverse promotion in the **Professor** category: One (1) Black Female.
- Three (3) diverse promotions in the **Associate Professor** category: One (1) Hispanic Female; Two (2) AAIANHNPI Males

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-four (34) faculty promotion goals and experienced thirty-one (31) promotions. Of the thirty-one (31) faculty promotions that occurred during this reporting period, sixteen (16) or forty-seven-point-one (47.1%) met established reachable promotion goals.

Promotions to Professor

Twenty (20) faculty members applied for promotion to Professor: Seven (7) White Males; Six (6) White Females; One (1) Black Female; One (1) Hispanic Female; Five (5) AAIANHNPI Males.

Sixteen (16) 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: Seven (7) White Males; Four (4) White Females; One (1) Black Female; One (1) Hispanic Female; Three (3) AAIANHNPI Males.

Of the sixteen (16) promotions that occurred in this category, the University achieved six (6) established promotional goals: Two (2) White Females; One (1) Hispanic Female; Three (3) AAIANHNPI Males.

Four (4) 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 Females; Two (2) AAIANHNPI Males.

Of the sixteen (16) promotions that occurred in the Professor category, the University achieved six (6) established promotional goals or thirty-seven-point-five (37.5%).

Promotions to Associate Professor

Fifteen (15) faculty members applied for promotion to Associate Professor: Two (2) White Males; Seven (7) White Females; Two (2) Black Females; One (1) Hispanic Female; Two (2) AAIANHNPI Males; One (1) AAIANHNPI Female.

Fourteen (14) applicants were recommended for promotions to Associate Professor based on the evaluations of the DEC, the Deans, P&T, and Provost: One (1) White Male; Seven (7) White Females; Two (2) Black Females; One (1) Hispanic Female; Two (2) AAIANHNPI Males; One (1) AAIANHNPI Female.

Of the fourteen (14) promotions that occurred in this category, the University achieved ten (10) established promotional goal: Seven (7) White Females; Two (2) Black Females; One (1) AAIANHNPI Female.

One (1) White Male applicant was 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 fourteen (14) promotions that occurred in the Associate Professor category, the University achieved ten (10) goals or seventy-one-point four (71.4%) percent.

Director of Inclusion Position

The University established a new position within the Office of Equity and Inclusion titled "Director of Inclusion." This role was filled on an interim basis in February 2024, pending the appointment of a permanent candidate. Reporting directly to the Interim Vice President of Equity and Well-Being, the Interim Director of Inclusion has been responsible for supporting the development, administration, and assessment of comprehensive inclusion programs. Additionally, the Interim Director has played a key role in fostering stakeholder engagement and promoting education on issues of diversity, equity, and inclusion across both the University and the broader community. During the Spring 2024 semester, the Interim Director worked to cultivate a campus environment that honors the diverse backgrounds and perspectives of CCSU's community. This was achieved through a series of workshops, panel discussions, informal discussion groups, and listening sessions, all aimed at encouraging respectful dialogue, enhancing understanding, and driving positive change.

Hiring and Promotional Goals for 2024-2025

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.

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, 2024, through July 31, 2025.

EXECUTIVE/ADMINISTRATIVE

Hiring	Promotional
1 White Male	
1 Black Female	1 Black Female
1 AAIANHNPI Male	
1 Two or More Female	

FACULTY

PROFESSOR

Hiring	Promotional
None	11 White Females
	8 Hispanic Females
	4 AAIANHNPI Males
	3 AAIANHNPI Females

ASSOCIATE PROFESSOR

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

ASSISTANT PROFESSOR

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

COACHING

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

1 AAIANHNPI Male	
1 AAIANHNPI Female	

PROFESSIONAL/NON-FACULTY

Hiring	Promotional
4 White Males	None
1 Black Male	
2 Hispanic Males	
6 AAIANHNPI Males	
5 AAIANHNPI Females	

SECRETARIAL CLERICAL (Excluding SECRETARY 2)

Hiring	Promotional
1 Hispanic Male	
2 Hispanic Females	2 Hispanic Females
1 Two or More Female	

SECRETARIAL CLERICAL/SECRETARY 2

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

TECHNICAL/PARAPROFESSIONAL

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

SKILLED CRAFTS

Hiring	Promotional
1 Hispanic Male	None

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)

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

SERVICE MAINTENANCE/CUSTODIANS

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

1 AAIANHNPI Female	
1 Two or More Female	

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 2024-2025

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

Following a period of testing, the Office of Equity Inclusion (OEI), Human Resources (HR), and Information Technology (IT) staff will launch a new secure hiring and search process online platform for the University. Once the adjustments are made OEI, HR, and IT will develop training on the entire updated hiring and search process. The Equity and Inclusion Associates will also update the content for search charge meetings, including developing a new PowerPoint slide deck, search charge memos, and training materials. When the new hiring and search process goes live, the new Hiring Manual will be made available on the Human Resource’s webpage and a link will be included in the new search charge memo.

Completion Date: July 31, 2025

Responsible Persons: Dr. Michael Russo, Interim Vice President for Equity and Well-being & Director of Counseling and Student Development, Christopher Wethje, Chief Human Resource Officer, Equity and Inclusion Associates, Human Resources Associates, and IT Staff.

2. Professional Development

Provide professional development opportunities to the campus community to continue the development of an inclusive campus culture and environment. Programs will allow participants to engage with topics that include Unconscious vs Conscious Bias, Cultural Competence, Cycle of Socialization, and Inclusivity vs Exclusivity. The programs will include strategies for addressing tough and controversial subjects in the classroom and on campus. These programs will help navigate challenges to help create an environment that encourages thoughtful engagement and critical thinking. The Interim Vice President for Equity and Well-being will collaborate with the Interim Director of Inclusion, and staff from the Center for Community Engagement & Social Research to provide these professional development opportunities for faculty and staff.

Completion Date: July 31, 2025

Responsible Persons: Dr. Michael Russo, Interim Vice President for Equity and Well-being & Director of Counseling and Student Development and Dr. Beth Merenstein, Associate Vice President for Community Engagement and Experiential Learning, Executive Director of the Center for Community Engagement and Social Research and Interim Director of Inclusion.

Cooperation with Other Agencies

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