

Affirmative Action Program for CT State Community College (CT State)

Dr.Christina Royal, PhD
Interim President

Dr. Arnita Walls
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Equal Employment Opportunity Officer

**For the Reporting Period:
August 1, 2024 - July 31, 2025**

Submitted: February 26, 2026



February 26, 2026

Tanya Hughes
Executive Director
Commission on Human Rights
450 Columbus Blvd, Suite 2
Hartford, CT 06103

Dear Executive Director Hughes:

The CT State Community College has prepared their Affirmative Action Plan in accordance with section 46a-68 of the Connecticut General Statutes and Sections 46a-68-75 through 46a-68-114 of the Affirmative Regulations.

Affirmative Action and Equal Employment Opportunity are foundations to our higher education institutions. We firmly believe education is the gateway to undoing past practices of discrimination and building a workforce that reflects our diversity. The AA Plan is a reflection of our efforts and commitment to equal opportunity, equity, and justice.

The plan sets forth necessary goals and objectives for the region to achieve parity with relevant labor markets and will serve as a guide in our efforts to eliminate barriers in employment processes. It further asserts our commitment to prohibiting discrimination as defined by Connecticut and Federal laws and regulations.

I am committed to the future achievements of this Affirmative Action Plan and the achievement of our programs and goals set forth herein.

Sincerely,

Dr. Christina Royal
Interim President, CT State Community College



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

CT State Community Colleges

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.

This is the first filing for the CT State Community Colleges affirmative action plan.

SECTION 46a-68-78. Policy Statement

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-79. Internal Communication

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

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

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

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

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-82. Organizational Analysis

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-83. Work Force Analysis

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-84. Availability Analysis

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

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

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-86. Employment Analyses

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

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

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-88. Program Goals

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-89. Discrimination Complaint Process

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-90. Goals Analysis

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-91. Upward Mobility

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-93. Innovative Programs

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

SECTION 46a-68-94. Concluding Statement

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

CONCLUSION:

The proposed affirmative action plan submitted by CT State Community Colleges for the filing date of December 2, 2024 has been voted APPROVED.

CT STATE COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN
August 1, 2024 - July 31, 2025

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