

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

Section 46a-68-81: ASSIGNMENT OF RESPONSIBILITY and MONITORING

The ultimate responsibility for adherence to affirmative action and equal opportunity rests directly with CT State Community College Interim President Dr. Christina Royal. To assure compliance, the President holds regular meetings with the CEOs, Human Resources, and the Vice President of Diversity, Equity, and Inclusion focusing on the following:

1. Human relations and intergroup relations;
2. Non-discriminatory employment practices;
3. The legal authority for affirmative action and equal employment opportunity and the appointing authority's commitment to affirmative action;
4. Review of the Affirmative Action Plan;
5. Identification of obstacles in meeting the goals of the Affirmative Action Plan.

Dr. Arnita Walls, Interim Vice President of Diversity, Equity, and Inclusion is the CT State Community College Equal Employment Opportunity and Affirmative Action Officer. The EEO Officer reports directly to the CT State President on all matters concerning affirmative action, equal employment opportunity, diversity, equity, sexual harassment and discrimination. Duties and responsibilities include:

- The development of the CT State's Affirmative Action Plan; including the maintenance and monitoring of the AA Plan;
- Initiating and maintaining contact with recruiting sources and organizations serving members of protected classes;
- Training and informing the agency of developments in affirmative action/equal employment opportunity laws; and
- Mitigating any discriminatory conduct, investigating complaints and keeping the Agency President and managerial staff aware of any changes with affirmative action/equal employment opportunity policies, laws and regulations.

In order to perform all necessary functions, the EEO Officer has access to all related records, files and material needed to develop the plan. Over the next Plan period, the EEO Officer will spend 50% of his time directly handling AA/EEO duties and responsibilities for the college and will report directly to the president on all EEO/AA matters at the Agency in accordance to the regulations. To ensure compliance with this work, the Director of Equity and Civil Rights, Nicholas D'Agostino will share in the responsibilities for AA, EEO, searches, and complaints for other campuses within the system and 100% of his time will be spent performing these functions.

CT State Community College's leadership will assess the feasibility of establishing an employee advisory committee for the agency consisting of a cross section of employees. CT State Community College has an established Diversity, Equity, and Inclusion committee that has representation from all campuses. This committee meets the criteria to serve as the employee advisory committee.

CT State President evaluates and monitors the affirmative action performance of the executive staff, deans, managers, supervisors, faculty and other employees assigned affirmative action responsibilities subject to Chapters 67 and 68 of the Connecticut General Statutes; such performance will be considered in promotion and merit increase decisions.

No employee or student shall be coerced, intimidated, or retaliated against for the performance of any affirmative action/equal employment opportunity duties. If there is such an occurrence, it shall be brought directly to the attention of the Vice President of Diversity, Equity, and Inclusion. CT State President will be

informed of such incidents in consultation with Human Resources. Any employee so aggrieved may independently file a complaint with the Commission on Human Rights and Opportunities (CHRO) or Equal Employment Opportunity Commission (EEOC), provided that nothing shall preclude the college from disciplining or discharging an employee for just cause.

CT State Community College shall maintain and submit a record of each person performing any duty related to the development or implementation of the affirmative action plan by name, job, title and percentage of time devoted to affirmative action duties and outline specific responsibilities. If the equal employment opportunity officer performs other duties, the plan will identify such duties.

CT State Community College is committed to affirmative action and equal employment opportunity. Each person in the organization who plays a role in assisting in any responsibilities of the Affirmative Action Plan is given an overview of his/her obligations and responsibilities and is completely supported by the Agency President. This is a listing of the employees with CT State Community College who have assisted in the development and implementation of the Affirmative Action Plan.

Affirmative Action Plan Team Responsibilities

<u>Name/Title</u>	<u>% of Time</u>	<u>Race/Gender</u>	<u>Responsibility</u>
Interim President	%	Race/Gender	Duties:
Christina Royal	15	TW/F	Appointing Authority, Oversees the AA/EEO responsibilities and program development & directly oversees staff and employee performance. Monitors budget.
Cabinet	%	Race/Gender	Duties:
Tom Yellich – Chief of Staff	15	W/M	Executive leadership oversees each key function within the college and shares responsibility for hiring/promotion, and other EEO/AA developments across CT State Community College, e.g., Academics, Student Affairs, Diversity and Inclusion, Compliance, Finance (including SBE/MBE reporting compliance), etc.
Kerry Kelley – VP of Finance	15	W/F	
Ruth Spencer – Interim VP of HR	15	B/F	
Arnita Walls – Interim VP of DEI (EEO Officer)	15	B/F	
Karen Hynick – Provost	15	W/F	
Troy Miller – VP of Enrollment	15	B/M	
Margaret Van Cott	15	W/F	
Campus Presidents			Presidents oversee the AA/EEO responsibilities and program development & directly oversees staff and employee performance at their campus and monitors campus operation.
Kamari Collins	15	B/M	
Cheryl DeVonish, Esq.	15	B/F	
Mary Ellen Jukoski	15	W/F	
Sharale Mathis	15	B/F	
Joshua Moon-Johnson	15	T/M	
Michael Rooke	15	W/M	
Shiang-Kwei Wang	15	A/F	

Campus Deans and Associate Deans for Academic and Student Affairs	%	Race/Gender	Duties:
Rebecca Kitchell	15	W/F	Oversees the Student Services, Admissions & Financial Aid functions and supports activities related to AA/EEO. May serve as a Title IX Coordinator. They also serve as hiring manager designee for their respective areas.
Megan Vo	15	W/F	
Sydney Lake	15	W/F	
Joshua Williams	15	A/M	
LaRue Pierce	15	B/M	
Kelly Hope	15	B/F	
TJ Barber	15	W/M	
Sara Hanson	15	W/F	
Ruben Barato	15	H/M	
Sarah Gager	15	W/F	
Tanaya Walters	15	B/F	
Dawn Bryden	15	W/F	
Kem Barfield	15	B/M	
Rose Ellis	15	W/F	
Jason Scappaticci	15	W/M	
June Dunn	15	W/F	
Donna Bontatibus	15	W/F	
Mac Griswold	15	W/M	
Patrick Dawes	15	W/M	
Tim St. James	15	W/M	
Jay Whittaker	15	W/M	
Jessica York	15	W/F	
Paula Dowd	15	W/F	
Kim McGinnis	15	W/F	
Equity and Civil Rights	%	Race/Gender	Duties:
Nicholas D'Agostino	100	W/M	Administratively and operationally oversees and manages all AA/EEO and civil rights compliance functions, including but not limited to recruitment and search committee activities, discrimination complaints, provides records & data and handles mandatory reporting requirements. Develops AA plan and maintains all related records & required documentation.
Senior Investigator (Vacant)	100		
Luciano Mastrangeli	100	W/M	
Kailey Baker	100	W/F	
Kenneth Callahan	100	B/M	
Associate Deans of Campus Operations	%	Race/Gender	Duties:
Sharon Aceto	10	W/F	Oversees campus operations which ensures contract compliance, oversees hiring in their respective areas, and assists in ADA Accommodations.
Mario Pierce	10	H/M	
Dana Elm	10	W/F	
Jose Colon	10	H/M	
Brian Plessinger	10	W/M	
Alfredo DiMauro	10	W/M	

Andrew Fraser John Lodovico Robert Godere Thomas Bayley	10 10 10 10	W/M W/M W/M W/M	
Human Resources Strategy Nathan Moody Edwin Castro Amber Marino Brandais Orzolek Jeanine Fair Jennifer Flores Anna Lavallee Erin Ransford Wendy Bovia	% 25 25 25 25 25 25 25 25	Race/Gender W/M H/M W/F W/F B/F H/F W/F W/F A/F	Duties: Oversees compliance with the recruitment and selection process, including job posting creation. HR also handles matters related to employee conduct, policy enforcement, and personnel management.
Human Resources Talent Christie Higney Sheila Antonacci Samantha Pugh Robert Kizer Luisa Duluc Elizabeth Federico	% 50 50 50 50 50 50	Race/Gender W/F W/F B/F B/M H/F W/F	Oversees compliance with the recruitment and selection process, including job posting creation.
Workforce Development Staff Various	% 10	Various	Responsible for the creation and administration of comprehensive workforce development strategies and initiatives that serve the needs of students/job seeker and the agency's business community.
Institution Research JD Mathewson	% 10	Race/Gender W/M	Duties: Provides agency student data and provides data analysis. Participates in federal reporting, e.g., IPEDS

The CT State Community College has developed an internal reporting system to continually audit, monitor and evaluate programs essential for a successful Affirmative Action Plan. The agency is aware that the success of the affirmative action program is tantamount to the leadership of the President and the collaborative efforts of the Vice President of Diversity, Equity, and Inclusion, the Director of Equity and Civil Rights, Human Resource staff and other managers, supervisors and the team that performed duties related to the development and implementation of the AA Plan.

The College's President holds meetings regularly with the EEO Officer to discuss the hiring and promotional activity, successful program development and the accomplishment of goals and any barriers in meeting goals. Key managers including, but not limited to, CEOs, the Executive Leadership Team, and other Agency managers are briefed on all current affirmative action and equal employment opportunity matters. Topics discussed include, but are not limited to, hiring, promotional and programmatic goals, the recruitment and search process and the formation of diverse search committees, diversity of staff and students, development of related programs, potential upward mobility opportunities, complaint investigations, and other related AA/EEO issues.

Each search committee is diverse in both gender and race and serves as a reflection of the workforce as best as possible. They are given their charge regarding affirmative action responsibilities prior to the commencement of their review and evaluation of the applicants that applied. They are briefed about the screening process, especially regarding the development of selection criteria, interview questions and they are advised of guidelines that are in compliance with laws and regulations and legal questions to be considered for interview purposes.

The ECR Team develops and issues an annual Affirmative Action Plan summary report containing the overall status of the program, results achieved toward established objectives, identification of any particular problems encountered and recommendations for corrective actions needed. This report and the AA Plan are reviewed with the President prior to submission. Subsequent updates and/or reports occur periodically throughout the reporting period.

CONNECTICUT STATE COMMUNITY COLLEGE
AFFIRMATIVE ACTION PLAN EXECUTIVE SUMMARY
REPORTING PERIOD: August 1, 2024 – July 31, 2025
CURRENT PLAN PERIOD: August 1, 2025 – July 31, 2026

Overall Status of the Affirmative Action/Equal Employment Opportunity Program

The Connecticut State Community College (CT State) remains committed to a policy of affirmative action, equal employment opportunity, diversity, inclusion, and equity in the workplace. CT State has submitted their plan which covers the reporting period from August 1, 2024 to July 31, 2025 and details our efforts, goals, responsibilities undertaken to achieve goals established in the previous filing and establishes our new hiring, promotional and programmatic goals for the current plan period from August 1, 2025 through July 31, 2026.

The Affirmative Action Plan is available on the CT State website. Paper copies are available upon request. As a public document, the Plan will be available for review by employees, and the public throughout the entire reporting period. The respective unions were encouraged to review the current AA plan and direct any comments in writing to the VP of Diversity, Equity, and Inclusion.

CT State is committed to ensuring that the workforce is in parity with the relevant labor market areas, 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).

Affirmative Action, Equal Employment Opportunity, Diversity and Equity Responsibilities

CT State strives to remain 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 Community College (CT State) 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.

CT State is required to file an annual Affirmative Action Plan (AAP), with the subsequent plan period to cover the timeframe from August 1, 2024, through July 31, 2025. CHRO reviews the AAP by the Regulations “Standard of Review” and by enforcing affirmative action and equal employment opportunity compliance.

The AAP has seventeen (17) narrative and statistical elements that analyze different parts of the employee lifecycle including each stage of the hiring and selection processes. Key elements of the Affirmative Action Plan 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;

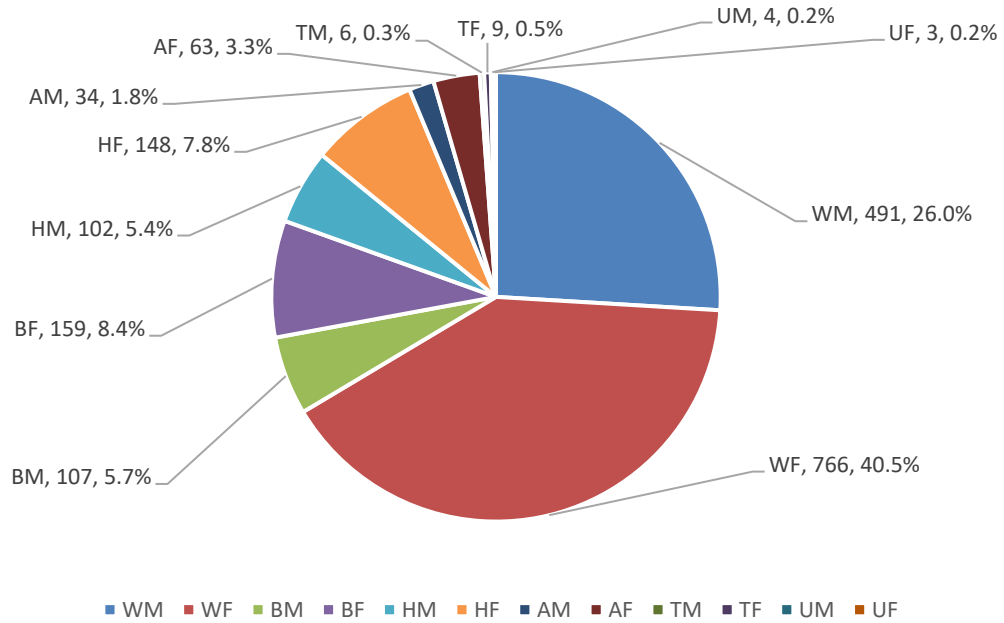
- Setting hiring and promotional goals by comparing the workforce with similar job categories in the available census, labor, educational and other sources of data.

The most critical part of the Affirmative Action 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 requires ongoing collaboration with key stakeholders involved in the hiring and selection process including Equity & Civil Rights, Human Resources/Talent Acquisition, Search Committees, Hiring Supervisors, and the Campus Hiring Authorities. Through ongoing auditing and review, CT State Community College maintains its compliance with the regulations in ensuring equal employment opportunity.

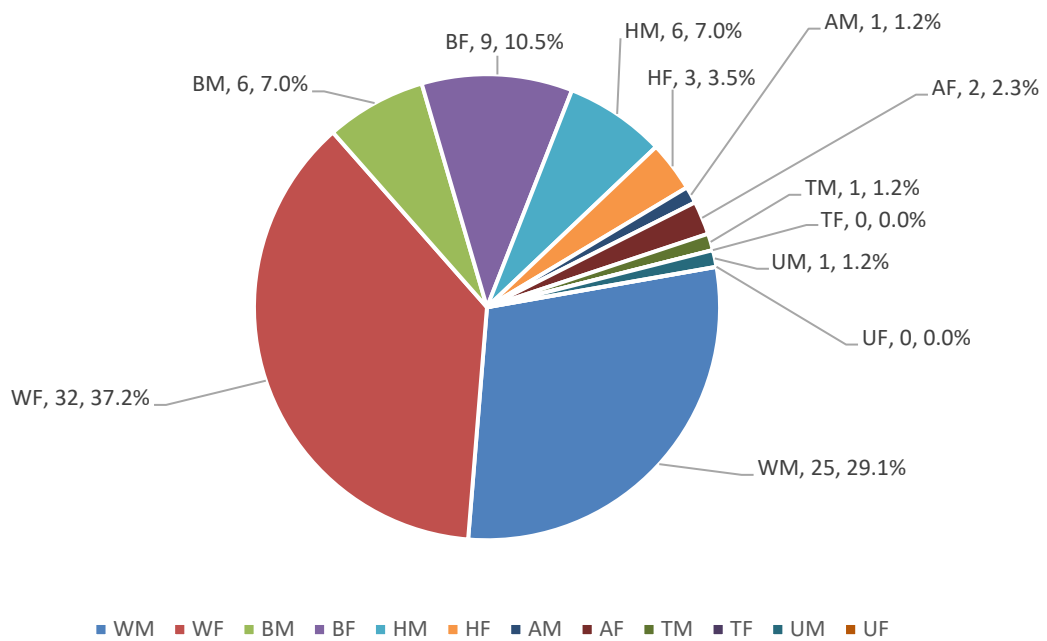
Agencies must demonstrate “good-faith efforts” when hiring non-goal candidates. Good faith efforts means the degree, care and diligence which a reasonable person would exercise in the performance of legal duties and obligations.

WORKFORCE ANALYSIS															Form 83A
TOTAL WORKFORCE															
AGENCY:		CT STATE COMMUNITY COLLEGE				REPORTING DATE:				JULY 31, 2025					
OCCUPATIONAL CATEGORY/ JOB TITLE	GRAND Total	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNP		TWO or MORE		UNKNOWN	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F
Executive/Managerial	86	40	46	25	32	6	9	6	3	1	2	1	0	1	0
%TOTAL	100.0%	46.5%	53.5%	29.1%	37.2%	7.0%	10.5%	7.0%	3.5%	1.2%	2.3%	1.2%	0.0%	1.2%	0.0%
Faculty	678	273	405	206	326	29	31	19	20	19	24	0	3	0	1
%TOTAL	100.0%	40.3%	59.7%	30.4%	48.1%	4.3%	4.6%	2.8%	2.9%	2.8%	3.5%	0.0%	0.4%	0.0%	0.1%
Professional	790	259	531	162	313	46	94	36	88	9	31	4	4	2	1
%TOTAL	100.0%	32.8%	67.2%	20.5%	39.6%	5.8%	11.9%	4.6%	11.1%	1.1%	3.9%	0.5%	0.5%	0.3%	0.1%
Tech/Paraprofessional	67	16	51	8	24	4	9	4	12	0	4	0	1	0	1
%TOTAL	100.0%	23.9%	76.1%	11.9%	35.8%	6.0%	13.4%	6.0%	17.9%	0.0%	6.0%	0.0%	1.5%	0.0%	1.5%
Secretarial/Clerical	90	3	87	3	54	0	16	0	15	0	1	0	1	0	0
%TOTAL	100.0%	3.3%	96.7%	3.3%	60.0%	0.0%	17.8%	0.0%	16.7%	0.0%	1.1%	0.0%	1.1%	0.0%	0.0%
Skilled Craft	8	8	0	8	0	0	0	0	0	0	0	0	0	0	0
%TOTAL	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Service/Maintenance	135	112	23	58	14	17	0	30	8	5	1	1	0	1	0
%TOTAL	100.0%	83.0%	17.0%	43.0%	10.4%	12.6%	0.0%	22.2%	5.9%	3.7%	0.7%	0.7%	0.0%	0.7%	0.0%
Protective Service	38	33	5	21	3	5	0	7	2	0	0	0	0	0	0
%TOTAL	100.0%	86.8%	13.2%	55.3%	7.9%	13.2%	0.0%	18.4%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL	1892	744	1148	491	766	107	159	102	148	34	63	6	9	4	3
%TOTAL	100.0%	39.3%	60.7%	26.0%	40.5%	5.7%	8.4%	5.4%	7.8%	1.8%	3.3%	0.3%	0.5%	0.2%	0.2%

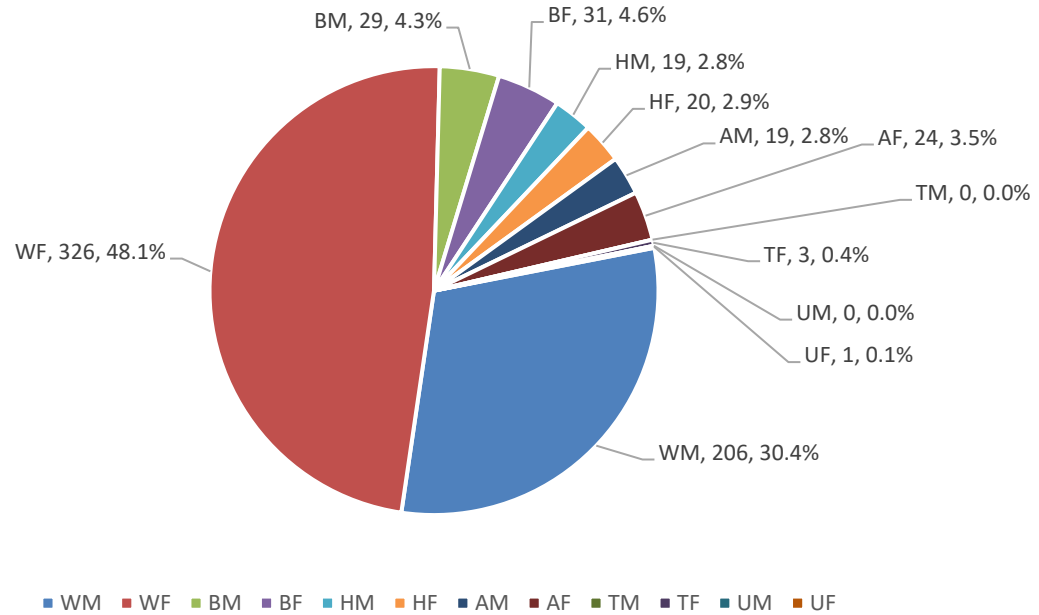
2025 Total Workforce



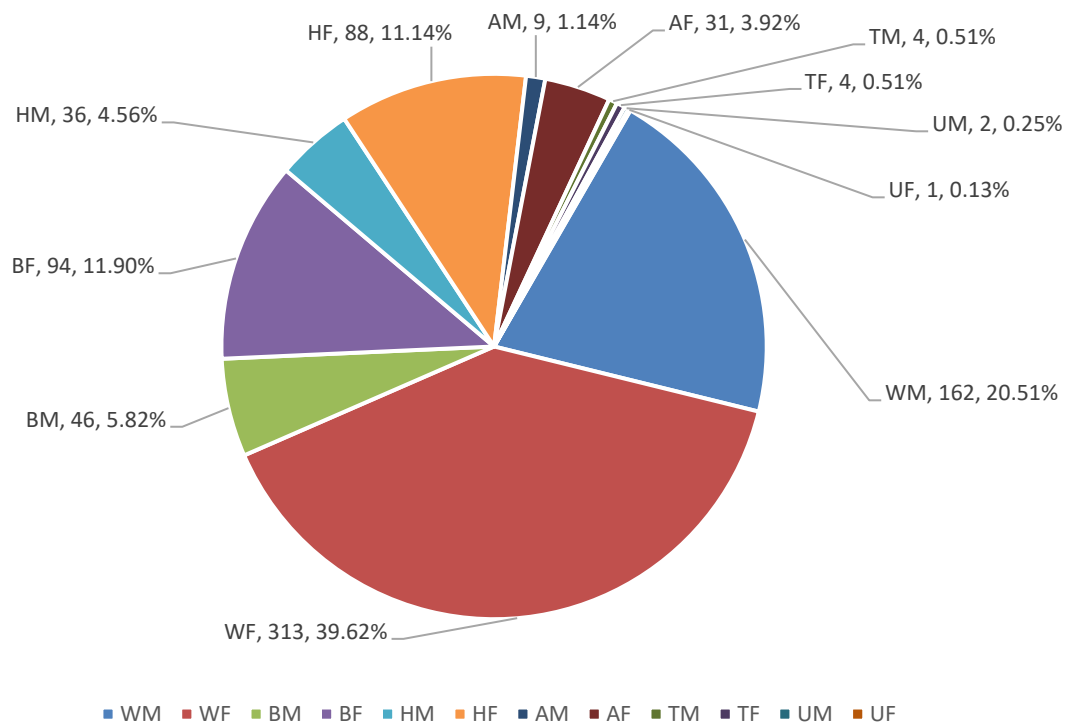
2025 Executive Workforce



2025 Faculty Workforce



2025 Professional Non-Faculty Workforce



Summary of the 2024 Affirmative Action Plan Achievements

The following hiring and promotion goals were achieved for the period August 1, 2024 – July 31, 2025, in accordance with Regulations of Connecticut State Agencies Section 46a-68-85.

Statewide/National

Occupational Category	Goals Established	Goal Achievement
Executive/Administrative/Managerial	Hiring: 5WF, 1HF, 1AM, 1AF, 1TM, 1TF Promotion: 2WF	Hiring: 8 out of 10 goals (80%) Promotion: 0 out of 2 goals (0%)
Faculty – Professor	Promotion: 10BF, 14HM, 12HF, 5AM, 9AF	Promotion: 10 out of 50 goals (20%)
Faculty – Associate Professor	Promotion: 4BM, 2BF, 6AF, 2TF	Promotion: 10 out of 14 goals (71%)
Faculty – Assistant Professor	Hiring: 8WM, 3WF, 1AM, 1TM Promotion: 4WM, 2WF	Hiring: 4 out of 13 goals (31%) Promotion: 6 out of 6 goals (100%)
Faculty – Instructor	Hire: 3WM, 2BF, 1HM, 2HF, 1AM	Hiring: 5 out of 9 goals (56%)
Professional Non-Faculty	Hiring: 7WM, 2BM, 3HM, 2HF, 9AM, 2TM, 6TF Promotion: 2WM, 1BM, 1HM, 1HF, 1AM	Hiring: 15 out of 31 goals (48%) Promotion: 2 out of 6 goals (33%)
Guided Pathways Advisor 1	Hire: 14WM, 7WF, 2AM, 1TM Promotion: None	Hiring: 1 out of 24 goals (4%) <i>Note: One hire for the category.</i>
Information Technician II	Hire: 4WM, 2WF, 1AF, 1TM Promotion: None	Hiring: 3 out of 8 goals (38%) Promotion:

Fairfield Labor Market Area (Housatonic, Norwalk)

Occupational Category	Goals Established	Goal Achievement
Secretarial Clerical	Hire: 2WM, 1WF, 1HM, 1AF Promotion: None	Hiring: 1 out of 5 (20%) <i>Note: One hire for the category.</i>
Technical Paraprofessional	Hire: 1WM, 2WF, 1AM Promotion: None	Hiring: 1 out of 4 (25%)
Skilled Craft	Hire: 1HM	No hires for the category.
Protective Service	Hire: 1WM, 1BM	Hiring: 2 out of 2 goals (100%)

Service Maintenance	Hire: 1WF, 1BF, 1HM, 3HF	Hiring: 1 out of 6 (17%) <i>Note: One hire for the category.</i>
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Hartford Labor Market Area (Asnuntuck, Capital, Manchester, Tunxis)

Secretarial Clerical	Hire: 2WM, 1BM, 1AF Promotion: None	Hiring: 0 out of 4 goals (0%)
Technical Paraprofessional	Hire: 2WF, 1BF, 1HM, 1TF Promotion: None	Hiring: 4 out of 5 goals (80%)
Skilled Craft	Hire: 1WM	No hires for the category.
Protective Service	Hire: 3WM, 1BF	Hiring: 1 out of 4 goals (25%) <i>Note: One hire for the category.</i>
Service Maintenance	Hire: 2WM, 2BF, 4HF, 1TM, 1TF	Hiring: 2 out of 10 goals (20%)

Litchfield Labor Market Area (Northwestern)

Secretarial Clerical	Hire: 2HF Promotion: None	Hiring: 0 out of 2 goals (0%) <i>Note: One hire for the category.</i>
Technical Paraprofessional	Hire: 1HF Promotion: None	No hires in the category.
Protective Service	Hire: 1WF	No hires in this category.
Service Maintenance	Hire: 1HM, 1HF	Hiring: 1 out of 2 goals (50%)

Middlesex Labor Market Area (Middlesex)

Secretarial Clerical	Hire: 1BF Promotion: None	No hires in the category.
Technical Paraprofessional	Hire: 1WF Promotion: None	Hiring: 1 out of 1 goal (100%)

New Haven Labor Market Area (Gateway, Naugatuck Valley)

Secretarial Clerical	Hire: 2WF, 1BM, 1HM, 1AF, 1TF Promotion: 1WF	No hires in the category. No promotions in the category.
Technical Paraprofessional	Hire: 1WM, 3WF, 1BM, 1HM Promotion: 1WF	Hiring: 1 out of 6 goals (17%). No promotions in the category.
Skilled Craft	Hire: 2HM	No hires in the category.
Protective Service	Hire: 1BF, 1HM	Hiring: 0 out of 0 goals (0%).
Service Maintenance	Hire: 3WF, 2BF, 1HM, 1AF, 1TF	Hiring: 1 out of 8 goals (12.5%).

New London Labor Market Area (Three Rivers)

Secretarial Clerical	Hire: 1WM, 1HM Promotion: None	No hires in the category.
Technical Paraprofessional	Hire: 1WM, 1HM Promotion: None	No hires in the category.
Service Maintenance	Hire: 1BM, 1HF, 1AF	Hiring: 1 out of 3 goals (33%).

Windham Labor Market Area (Quinebaug Valley)

Technical/Paraprofessional	Hire: 3WF Promotion: None	Hiring: 0 out of 3 goals (0%).
Service Maintenance	Hire: 1WF, 1HF	Hiring: 1 out of 2 goals (50%).

Program Goals

The agency achieved four out of four programmatic goals for the 2024-2025 reporting period.

Summary of the 2025-2026 Affirmative Action Goals and Objectives

The following hiring and promotion goals have been set for the period August 1, 2025 – July 31, 2026, in accordance with Regulations of Connecticut State Agencies Section 46a-68-85.

Statewide/National

Executive/Administrative/Managerial	Hiring: 1WM, 5WF, 1HF, 1AM, 1TM Promotion: 2WF
Faculty – Professor	Promotion: 13BM, 7BF, 5HM, 22AF, 3TF
Faculty – Associate Professor	Promotion: 2HM, 3HF, 2AM, 3AF
Faculty – Assistant Professor	Hire: 5WM, 2AM, 1TM, 1TF Promotion: 10WM
Faculty – Instructor	Hire: 2BF, 1HM, 1HF, 2AF
Professional Non-Faculty	Hiring: 3WM, 2BM, 6HM, 1HF, 8AM, 1TM, 7TF Promotion: 2WM, 1BM, 2HM
Guided Pathways Advisor 1	Hire: 13WM, 6WF, 2AM, 1TM Promotion: None
Information Technician II	Hire: 2WF, 1AF, 1TM Promotion: 1WM
Librarian	Hire: 6WF, 1HF Promotion: None

Fairfield Labor Market Area (Housatonic, Norwalk)

Secretarial Clerical	Hire: 2WM, 1WF, 1BM, 1HM, 1AF Promotion: None
Technical Paraprofessional	Hire: 3WM, 1WF, 1AM, 1AF Promotion: 1WF
Skilled Craft	Hire: 1HM
Protective Service	Hire: 1WM, 1WF, 1BF
Service Maintenance	Hire: 1WF, 1BF, 1HM, 3HF

Hartford Labor Market Area (Asnuntuck, Capital, Manchester, Tunxis)

Secretarial Clerical	Hire: 2WM, 1BM, 1HM, 1AF Promotion: None
Technical Paraprofessional	Hire: 2WF, 1BF Promotion: 1WF
Skilled Craft	Hire: None
Protective Service	Hire: 4WM, 1BF
Service Maintenance	Hire: 2WM, 2BF, 4HF, 1TM, 1TF

Litchfield Labor Market Area (Northwestern)

Secretarial Clerical	Hire: 2HF Promotion: None
Technical Paraprofessional	Hire: 1HF Promotion: None
Protective Service	Hire: 1WF
Service Maintenance	Hire: 1WF

Middlesex Labor Market Area (Middlesex)

Secretarial Clerical	Hire: 1WF Promotion: None
Technical Paraprofessional	Hire: 1HF Promotion: None
Service Maintenance	Hire: 1WM
Protective Service	Hire: None

New Haven Labor Market Area (Gateway, Naugatuck Valley)

Secretarial Clerical	Hire: 1WM, 1WF, 1BM, 1HM, 1AF Promotion: None
Technical Paraprofessional	Hire: 1WM, 4WF, 1HM Promotion: 1WF
Skilled Craft	Hire: 1HM
Protective Service	Hire: 1BF, 1HM
Service Maintenance	Hire: 4WF, 2BF, 1HM, 1AF, 1TM, 1TF

New London Labor Market Area (Three Rivers)

Secretarial Clerical	Hire: 1WM Promotion: None
Technical Paraprofessional	Hire: 1WM, 1HM Promotion: None
Skilled Craft	Hire: None
Service Maintenance	Hire: 1HM, 1HF, 1AM
Protective Service	Hire: None

Windham Labor Market Area (Quinebaug Valley)

Technical/Paraprofessional	Hire: 1WM, 2WF Promotion: None
Skilled Craft	Hire: None
Service Maintenance	Hire: 1WM, 1WF, 1HM, 1HF

PROGRAM GOALS:

The Agency sets the goals below to enhance its efforts to ensure affirmative action and equal employment opportunity compliance.

1. Through the HERI Campus Climate Survey, CT State will undergo an analysis to set forth a climate effort to ensure all staff and faculty feel valued and affirmed.

Responsible persons: VP of DEI, Campus Climate Director, Cabinet, and Campus Leads

Timeframe: Completion by July 30, 2026.

2. Review and audit of the CT State search process:
 - a. Initiate a search committee task-force to review the search process, streamline key elements with a focus on maintaining equal opportunity and affirmative action compliance.
 - b. Expand CT State's use of learning management system to roll out online search charge

training for search committee participants.

- c. Review and establish additional criteria for candidate assessment related to interviews to ensure all interview summaries are detailed and complete.
- d. Review process for utilizing external search firms to ensure we capture a detailed search record for each applicant and how they were screened in or out in the process.
- e. Develop strategy to ensure complete search records and track goal achievement during the plan period.

Responsible persons: ECR staff, HR, Search Committee Task-force, VP of DEI

Timeframe: Completion by July 30, 2026.