2016 Affirmative Action Plan
Executive Summary

University of Connecticut
Office of Institutional Equity

JANUARY 2017
2016 Affirmative Action Plan
Overview and Highlights

The Office of Institutional Equity (OIE) has completed the University’s annual Affirmative Action Plan for Employment (Plan) per Connecticut General Statute (CGS) §46a-68 and sections 46a-68-75 to 46a-68-114, inclusive. The Plan is a comprehensive, results-oriented set of procedures and programs that articulate the University’s strategy to combat discrimination, put forth a good faith effort to attain hiring goals, and to achieve equal employment opportunity.

The Plan’s objectives are to:

- Establish hiring, promotional, and program goals that promote affirmative action;
- Illustrate the University’s efforts to achieve a work force that is properly balanced and fully representational of the relevant labor market areas;
- Quantitatively and qualitatively measure the University’s degree of success in accomplishing hiring, promotion, and program goals; and
- Examine and eliminate any policy or employment practice that adversely affects members of protected classes.

The Plan is submitted annually for review and approval by the Commission on Human Rights and Opportunities (CHRO). CHRO evaluates the Plan within 90 days, reviewing to ensure that the Plan contains all 16 required elements and meets the following standard of review:

1. The work force, considered as a whole and by occupational category, is in parity with the relevant labor market area; or
2. The agency has met all or substantially all of its hiring, promotion and program goals; 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 in prior plan reviews in accordance with Section 46a-68-10.

The University’s history of approvals has been based on CHRO’s acceptance that the University demonstrated every good faith effort to meet goals, rather than goal achievement. Connecticut General Statutes Section 46a-68-75 (v) defines good faith effort as:

... that degree of care and diligence which a reasonable person would exercise in the performance of legal duties and obligations. At a minimum, it includes all those efforts reasonably necessary to achieve full compliance with the law. Further, it includes additional or substituted efforts when initial endeavors will not meet statutory or regulatory requirements. Finally, it includes documentary evidence of all action undertaken to achieve compliance, especially where requirements have not or will not be achieved within the reporting period established pursuant to section 46a-68-92 of the Regulations of Connecticut State Agencies.

The 2015 Plan was Approved by the CHRO, based on Reviewer Dr. Valerie Kennedy’s recommendation. All of Dr. Kennedy’s recommendations in the Plan evaluation have been addressed in the 2016 Plan.
A hiring or promotional goal is set for each instance of underutilization of a race and/or gender group in any given job category. The utilization of race and/or gender groups is determined by comparing the representation of these groups in our workforce with the availability in the labor market. Underrepresentation in a specific race and/or gender group is based on the difference in percentages between the current workforce and the availability in the labor market. Hiring goals are then set based on the number of positions needed in order for the workforce to reach parity with the available population in the labor market. A promotional goal is set for each instance of underutilization of a race and/or gender group in any given job category. Promotional goals are set in lieu of or in addition to hiring goals, based on the historical pattern of fulfilling positions. This historical pattern is utilized when calculating the availability base for job categories. Because of the constantly changing labor market and University workforce, goals are updated annually.

### Hiring Goals

<table>
<thead>
<tr>
<th>Category</th>
<th>Hires</th>
<th>Goals Met</th>
<th>% Achievement 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Managerial</td>
<td>7</td>
<td>1</td>
<td>14.3</td>
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<tr>
<td>Faculty</td>
<td>71</td>
<td>41</td>
<td>57.7</td>
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<tr>
<td>Professional</td>
<td>171</td>
<td>33</td>
<td>19.3</td>
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<tr>
<td>Secretarial/Clerical</td>
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<td>1</td>
<td>12.5</td>
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<tr>
<td>Tech/Paraprofessional</td>
<td>3</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Qualified Craft Worker</td>
<td>8</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Protective Services</td>
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<td>2</td>
<td>11.8</td>
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<tr>
<td>Service/Maintenance</td>
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<td>7</td>
<td>23.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>315</strong></td>
<td><strong>85</strong></td>
<td><strong>27.0</strong></td>
</tr>
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</table>

### Promotional Goals

<table>
<thead>
<tr>
<th>Category</th>
<th>Promos</th>
<th>Goals Met</th>
<th>% Achievement 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Managerial</td>
<td>11</td>
<td>6</td>
<td>54.5</td>
</tr>
<tr>
<td>Faculty</td>
<td>39</td>
<td>17</td>
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<tr>
<td>Professional</td>
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<td>27.2</td>
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<tr>
<td>Secretarial/Clerical</td>
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<td>0.0</td>
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<tr>
<td>Tech/Paraprofessional</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Qualified Craft Worker</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Protective Services</td>
<td>12</td>
<td>4</td>
<td>33.3</td>
</tr>
<tr>
<td>Service/Maintenance</td>
<td>8</td>
<td>3</td>
<td>37.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>165</strong></td>
<td><strong>55</strong></td>
<td><strong>33.3</strong></td>
</tr>
</tbody>
</table>

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**Reaching For Goals**

- CHRO considers 75.0% as “substantial” goal achievement.
- 85 out of 315 hires, or 27.0% met goals in this Plan year.
- Goal achievement increased by 2.6% from 2015.
- This year’s goal achievement is the highest since 2012 (27.8%).
Program Goals: What was accomplished?

Goal #1
The enhanced Search Committee Training developed during the previous Plan year will become mandatory for all search committee chairs, members and administrators. Prior to gaining approval to continue with a search, training attendance will be verified for all committee members. The Office of Institutional Equity (OIE) will collaborate with the Department of Human Resources (DHR) to modify the search system, Recruiting Solutions, to track training and build in an additional approval in the workflow. Additionally, Recruiting Solutions will allow for training registration and reporting of attendance. Numerous sessions offering the collaborative training will be scheduled to allow search committee members to fulfill the requirement and individual committee trainings will be accommodated. This OIE initiative will ensure search committees are appraised of all aspects of the search process.

Search Committee Training was successfully made a mandatory step of the search process in April of 2016. This process includes an electronic registration and attendance tracking element, as well as an added step to the approval workflow that allows the Office of Institutional Equity to approve or deny search requests based on the training status of committee members. Over 1000 university employees have participated in mandatory search committee training, including employees at the executive management and faculty levels.

Goal #2
The University will hire a Chief Diversity Officer (CDO) to fulfill the need for another senior leadership position focused on diversity, inclusion and campus climate as recommended by the Diversity Task Force. The CDO will report to the President as recommended by the guidelines developed by the National Association of Diversity Officers in Higher Education (NADOHE). The CDO will provide leadership, in collaboration with the Associate Vice President of OIE, with respect to the development and implementation of innovative programming, and will be responsible for evaluation of diversity efforts and their efficacy. The CDO will work closely and collaboratively with the Office of Institutional Equity (OIE) and in coordination with ongoing compliance-related efforts.

The University successfully hired a Chief Diversity Officer in July of 2016 following a vigorous and highly competitive national search. As expected, this individual has taken an active role in campus climate issues for both students and employees, and is also involved in recruitment and retention of underrepresented individuals for University positions. The Chief Diversity Officer also met regularly with the OIE AVP and Affirmative Action Officer on issues related to underrepresentation in the workforce, and the retention of employees.

Goal #3
The Office of Institutional Equity (OIE), the Department of Human Resources (DHR) and the newly created Chief Diversity Officer (CDO) position will collaborate on an initiative focusing on the retention of faculty and staff. With the leadership of the CDO, strategies will be explored relative to mentoring programs to support underrepresented faculty and staff, inclusion efforts by schools, departments and units and development of school and department diversity and retention plans. This collaborative effort will be the first step in implanting University-wide initiatives in the future.

The Chief Diversity Officer has convened a Diversity Council to begin work in the next Plan year. This Diversity Council will specifically focus on faculty and staff recruitment and retention, student recruitment and retention, diversity education and training, communication and campus climate, and external and community partnerships. It is anticipated that the faculty and staff recruitment and retention subcommittee will explore strategies relative to mentoring programs to support underrepresented faculty and staff, and various inclusion efforts.
Goal #4
The Office of Institutional Equity (OIE) in partnership with the Department of Human Resources (DHR) will build on the efforts in the previous Plan year to recruit individuals with disabilities and veterans. In addition to the postings of positions with veteran and disability sources, OIE and DHR will focus efforts on direct recruitment at career fairs and recruiting events targeted toward these populations. Additionally, OIE and DHR will explore the potential to develop initiatives enabling individuals with disabilities the opportunity to gain work experience at the University.

This Plan year, the Office of Institutional Equity in conjunction with the Department of Human Resources participated in several efforts to identify and recruit individuals with disabilities and veterans. Both offices participated in the Heroes for Hire job fair held 4/27/16. Additionally, OIE and DHR discussed the feasibility of a training program for individuals with disabilities, and determined that the existing accommodation process sufficiently allows individuals with disabilities to gain work experience at the University.

Goal #5
The Office of Institutional Equity (OIE) will transition the Americans with Disabilities Act (ADA) accommodation process to the Department of Human Resources (DHR). This relocation will allow OIE to focus its efforts on its investigatory role in complaints alleging violations of the ADA. The relocation of the process to DHR entails the hire of an ADA Accommodations Case Manager in DHR with the responsibility to review and process accommodations. An additional position, the Deputy ADA Coordinator, will be hired in ODE to provide leadership in ADA policy review and implementation. The ADA website will be updated to provide the University community with improved resources regarding the ADA.

The Office of Institutional Equity and the Department of Human Resources successfully transitioned the ADA accommodation process to DHR during this plan year. This process also included the hire of a DHR employee to specifically focus on the facilitation of ADA requests. Also, a new position was created in the Office of Institutional Equity to focus specifically on ADA compliance initiatives and disability discrimination complaints.

Goal #6
The Office of Institutional Equity (OIE) and the Department of Human Resources (DHR) will form a working group to explore the establishment of an entry level training program of persons with disabilities. The working group will identify the essential stakeholders, review existing programs and recommend next steps in the process.

Representatives from the Office of Institutional Equity and the Department of Human Resources convened to discuss the feasibility of an entry level training program of persons with disabilities. After further discussion with CHRO reviewer Valerie Kennedy on August 18, 2016, it was determined that the comprehensive disability accommodation process already in place at the University meets this requirement. This process ensures that no individuals with disabilities are unfairly excluded from employment or activities at the University.
Introduction

This report is intended to assist the University’s ongoing efforts to diversify its workforce. Beginning in 2012, the Office of Institutional Equity (OIE) published reports with detailed demographic information organized by race and gender about the faculty workforce, new hires, applicants and recruitment efforts. In subsequent years, the reports were updated with the addition of comparisons to peer institutions, 10-year UConn comparisons and detailed applicant analyses. The reports were expanded in 2014 to include the same detailed data for staff. These reports are presently accessible online, under Affirmative Action on the OIE website.

This 2016 update provides similar data and analyses as presented in past years, in a summarized format. The report includes the faculty and staff workforce, new hires (2015-2016), in-residence faculty, applicant pool data and historical faculty hiring data. This more succinct report updates the critical data and provides analysis and insight.

About the data

The data includes demographic information organized by race and gender. The demographic profiles are obtained through voluntary self-identification by employees and applicants. The data specific to applicants and hiring reflects the time period of October 1, 2015—September 30, 2016. The information in this report is compiled by OIE utilizing data from the Department of Human Resources GENESYS system.

Key Definitions:

**Faculty:** Instructors and Assistant, Associate and Full Professors. Clinical faculty are included for the Schools of Pharmacy and Nursing. Adjunct faculty and non-tenure positions are not included. In-residence faculty are reported separately.

**Staff:** Management, UCPEA, University Educational Assistant (UEA), University Staff Professionals (USP), Academic Assistants, Extension Educators, Athletic Specialists and Classified staff including Secretarial/Clerical, Service/Maintenance, Paraprofessional, Qualified Craft worker and Protective Service employees. Part-time staff is included. Research assistant and associates, postdoctoral fellows, special payroll employees and graduate assistants are not included.

**Workforce:** Faculty or staff (as defined above) employed as of September 30, 2016.

**New Hires:** Faculty or staff hired within the 12 month period of October 1, 2015—September 30, 2016.

Race and Ethnicity Definitions*

- **White (Not of Hispanic Origin):** All people having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- **Black (Not of Hispanic Origin):** All people having origins in any of the Black racial groups of Africa.
- **Hispanic or Latino:** All people having Puerto Rican or Mexican origins, or all people of Cuban, Central, or South American, or other Spanish culture or origin, regardless of race.
- **Asian:** All people in the groups of Asian/Pacific Islander; Asian (all people having origins in any of the original peoples of China, Japan, Korea, Eastern Asia, Southeast Asia, the Indian subcontinent (including Pakistan) or the Pacific Islands including the Philippines and Samoa).
- **Native American:** Native American Indian or Alaskan Native (all people having origins in any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community attachment). Note: Native American data is not included in applicant data due to the not statistically significant number of applicants self-identifying as Native American.
- **Two or More Races:** All persons identifying with 2 or more of the following races: White, Black, Asian, Native American.

*Taken from the Equal Employment Opportunity Commission (EEOC) regulations*
The Workforce

Of the combined workforce of 4267:
- 68.8% are Staff
- 28.9% are Faculty
- 2.3% are Executive/Management

The combined workforce is:
- 82.3% White
- 4.3% Black
- 6.4% Hispanic
- 7.2% Asian
- 0.4% Native American
- 0.2% Two or More Races.

- 52.4% female and 47.6% male
- White females are 43.6%, the largest group

Faculty

- 1167 tenure and tenure-track and 68 clinical faculty

The faculty workforce of 1242 is:
- 74.3% White
- 3.3% Black
- 5.2% Hispanic
- 16.6% Asian
- 0.3% Native American
- 0.2% Two or More Races.

- 317 minority faculty comprise 25.7% of the total faculty workforce
- 39.3% female and 60.7% male
- White males constitute 44.1%, the largest group
- Black females are the least represented at 1.1%

Staff

The staff workforce of 2936 is:
- 84.5% White
- 4.5% Black
- 7.0% Hispanic
- 3.3% Asian
- 0.4% Native American
- 0.2 Two or More Races.

- 58.0% female and 42.0% male
- White females constitute 49.5%, the largest group
- 455 minority staff comprise 10.7% of the staff workforce
- Custodians comprise 37.6% of the 205 Hispanic staff
**Executive/Management**
The executive/management workforce of 96 is:
- 82.3% White
- 9.4% Black
- 1.0% Hispanic
- 5.2% Asian
- 1.0% Native American

- 49.0% female and 51.0% male
- White males are 44.8%, the largest group
- 17 minority executives comprise 17.7% of the Executive/Management workforce
- There has not been a Hispanic male in this category since 2004**

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**Where is our diversity?**

- The Executive/Management category has the highest representation by percentage of Black (9.4%) and Native American (1.0%) employees
- Asian is the largest percentage of faculty after White at 16.6%, but the lowest for staff at only 3.3%
- The highest concentration of Hispanics is within staff at 7.0%.
- Black faculty represent 3.3%, the lowest percentage as compared with staff and Executive/Management
- There are 41 Black faculty members, 133 staff and 9 Executive/Management for a total of 183.

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**Staff**

- Staff is the only category where females outnumber males
- Black females and Native Americans have the lowest representation in faculty with 1.1% and 0.2% respectively.
- Females comprise 16.5% of Protective Services with 15 total
- Athletics has the highest representation of Black male employees with 12 total
- Social Work has the highest representation of Black female employees with 8 (6 staff and 2 faculty)
- Facilities employs the highest number of Hispanic males and females, 63 and 35 respectively
- Black females are not represented in CAHNR, Business or Pharmacy

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**Executive/Management workforce breakdown**

- 82.3% White
- 9.4% Black
- 1.0% Hispanic
- 5.2% Asian
- 1.0% Native American

- 49.0% female and 51.0% male

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**Notes:**

**OIE began archiving compiled workforce data for AA Plan purposes in 2004. Historical data prior to 2004 is available in the Genesys system.**
2016 New Hires

Faculty

- 71 new hires: 66 Tenure –Track and 5 Clinical
- 53.5% female and 46.5% male
- 3 Black males and 3 Black females hired. Increase from 0 in 2015.
- 28 White female hires comprised the largest group at 39.4%
- Hispanic males and females comprised the smallest group with 2 hires each.
- Females were hired in Biomedical Engineering, Chemistry, Mathematics, Molecular Biology and Physics, areas with traditionally lower female representation

Staff

- 232 new hires
- 75.0% of new hires were White
- 52.2% female and 47.8% male
- White females were the largest group at 38.8%
- 17 of 26 Hispanics hired were custodians
- 1 Black male, 1 Hispanic male and 1 White female hired in Public Safety
- 1 Hispanic male was hired into a clerical position
- All 8 Qualified Craft Workers hired were White males

Executive/Management

- 7 new hires
- 42.9% White, 28.6% Black and 28.6% Asian
- 40% female and 60% male
- 2 Black females were hired: 1 Associate Vice President and 1 Dean
- No Hispanic males or females hired
Applicants for 2016 Searches
Faculty (Tenure-Track & Clinical)

3834 total applicants:
- 50.9% white
- 3.5% Black
- 5.0% Hispanic
- 28.2% Asian
- 10.3% Unknown

Interview pool:
- 67.7% Male
- 32.3% Female

- 48.9% White
- 4.3% Black
- 4.1% Hispanic
- 27.6% Asian
- 13.3% Unknown

- 60.5% Male
- 39.5% Female

Female interview rate is higher than application rate
Black interview rate is higher than application rate
Black applicants are 3.5% of the total pool, 4.3% of
the interview pool and 8.5% of hires
Hispanic applicants are 5.0% of the total pool, 4.1%
of the interview pool and 5.6% of the hires

Qualified:

Interviewed:

Hired:

* Qualified includes applicants ranked Qualified and Interview in Recruiting Solutions 9.1
Hiring: A Five Year Picture (2012-2016)

**Total Workforce**

- Hiring in each race/gender category has not significantly changed.
- White female percentage was highest in 2015 and White male was lowest.
- Black male hires had the greatest increase from 1.5% (2012) to 3.5% (2016).
- Hispanic female hires decreased from a high of 6.2% in 2012 to 3.6% in 2014 but increased to 4.8% in 2016.
- Black females, Hispanic males and Asian females were highest in 2016.

**Faculty**

- White male hires decreased in the last 3 years to the lowest in 2016 of 22.7%.
- Following 2 years of no hires, Black female hires were 4.5% of the hires in 2016.
- Black males had the greatest increase from 1.3% in 2012 to 4.5% in 2016. (no hires in 2015)
- Both Hispanic males and females were 3% of the hires in both 2015 and 2016.
- Asian males increased threefold from 6.1% in 2015 to 19.7% in 2016 while Asian females decreased from 15.2% in 2015 to 7.6% in 2016.

**Staff**

- White male hires have little fluctuation.
- White female hires were at the lowest in 2016 with 38.8%.
- Black males increased from 0.5% in 2012 to 3.4% in 2016.
- Hispanic males doubled from 2.8% in 2014 to 5.6% in 2016.
- Asian males have increased each year from 0.5% in 2012 to 2.6% in 2016.