

INTERNAL COMMUNICATION
Section 46a-68-79

This section was found to be in compliance in the previous filing, and there were no proposals/recommendations.

Chief Executive Officer and Executive Vice President for Health Affairs, Dr. Andrew Agwunobi and Associate Vice President of OIE (both Storrs and UConn Health offices), Elizabeth Conklin supported UConn Health's Affirmative Action Plan and responded to all employment concerns as they related to our commitment to affirmative action. Dr. Agwunobi supported the implementation of all aspects of UConn Health's Affirmative Action Plan and expressed his personal commitment to affirmative action in a system-wide email on October 24, 2017, encouraging commitment to and support of equal employment opportunity and building a diverse workforce. Dr. Agwunobi organizes the Compliance Workgroup which provides direction and guidance to the UConn Health compliance, health and safety, and public safety risk management programs. This group focuses on compliance with significant legal, ethical, and regulatory requirements and on managing health and safety and public safety risks. **Exhibit #1**

Elizabeth Conklin, Associate Vice President of OIE (both Storrs and UConn Health offices), as well as the ADA Coordinator and Title IX Coordinator for UConn Health, Storrs and the regional campuses, is designated as the Equal Employment Opportunity Officer for UConn Health. As the Equal Employment Opportunity Officer, she has a direct line of communication to the appointing authority, Chief Executive Officer and Executive Vice President for Health Affairs, Dr. Andrew Agwunobi.

The OIE staff includes the following: **EEO Compliance** Hanna Prytko, EEO and Search Compliance Manager; Theresa Segar, Affirmative Action (AA) Specialist; Paul Carroza, Affirmative Action Coordinator (part-time through June 30, 2016); Katherine Johansen, EEO and Search Compliance Specialist. The EEO Compliance staff is available to provide consultation to departments and search committees on good faith recruitment strategies, best practices for Affirmative Action and Equal Employment Opportunity compliance, evaluation and documentation of applicants and interviewing best practices. **Pre-litigation Discrimination Case Management** Sarah Chipman, Director of Investigations and Deputy Title IX Coordinator; Robert Camilleri, Senior Associate Director, Investigations; Jamila Goolgar and Alexa Lindauer EEO Investigators; Ann Randall, Paralegal and Legal Administrator and Michelle Askew, Administrative Program Assistant 2; investigators are available to discuss Equal Employment Opportunity/Affirmative Action concerns and complaints raised by employees. Employees are encouraged to contact OIE with any questions and concerns relating to Equal Employment Opportunity/Affirmative Action, Discrimination, and Sexual Harassment. **ADA Compliance** Joshua Rucker, Deputy ADA Coordinator is available to provide guidance to employees and managers regarding reasonable accommodations. **Title IX Compliance** Kevin O'Connell, Deputy Title IX Coordinator; Kimberly Bentson, Title IX Support Specialist; Deborah Redshaw, Title IX Project Support Specialist and Budget Specialist; and Susan Hoge, Executive Assistant; Investigators monitor and track compliance and ensure that complaints of sex discrimination, sexual harassment and sexual violence are investigated and addressed appropriately.

The Office of Institutional Equity is located on the fourth floor of 16 Munson Road. The mailing address is 263 Farmington Avenue, Farmington, CT 06030-5310; and the office telephone number is (860) 679-3563. The location of the office allows the OIE staff to provide confidential services to employees, students and volunteers.

UConn Health has continued to utilize established procedures for notifying the agency personnel about the Affirmative Action Plan and ensuring the effectiveness and full implementation of affirmative action policies and programs. Information is disseminated in the following ways:

1. The Equal Employment Opportunity Officer meets directly with the Chief Executive Officer and Executive Vice President for Health Affairs, regularly to discuss all AA/EEO related information. Please see **Exhibit #2** for dates of meetings.
2. Compliance Workgroup
3. UConn Health Bulletin Boards
4. Office of Institutional Equity web page: <http://equity.uconn.edu/uconn-health-oie/>
5. UConn Health Lifeline
6. A section dedicated to Affirmative Action in the required Management Development Training Program
7. Search Committee Member Training for faculty and above positions.
8. Faculty Development Advisory Committee
9. Leadership Development Sessions
10. Informal meet and greet
11. Access and Accommodations Committee
12. Office of Institutional Equity's Panel of Reviewers

The UConn Health community was notified on September 1, 2017, that the 2016 Affirmative Action Plan was available for review and comment, **Exhibit #3**. They were encouraged to review the Plan and given a reasonable thirty (30) days to do so. The objectives and program goals of the Affirmative Action Plan were contained in this broadcast message and included the Affirmative Action Plan's availability, locations for review, and time frame for review. Copies of the Plan were available in OIE and on our web page for review.

We maintain copies of all affirmative action related internal communications and any comments received. Comments that are received via mail are date stamped upon receipt. No comments were received during this reporting period.

On November 17, 2016, Susan Herbst, President of the University of Connecticut, distributed a University-wide email where she described the University as a community valuing diversity, inclusion, compassion and respect regardless of race, ethnicity, religion, sexual orientation, gender identity or socioeconomic background. **Exhibit #4**

During the reporting period, UConn Health utilized the most effective method for distribution of policies to all employees by posting on UConn Health bulletin boards throughout the campus, in OIE, Human Resources and the on the UConn Health Policies web page. The following policies were distributed:

- *Affirmative Action, Non Discrimination and Equal Employment Opportunity*
- *Policy Against Discrimination, Harassment and Related Interpersonal Violence*
- *Policy Statement: Persons with Disabilities*
- *HIV/Aids Non-Discrimination*

Our policies were also sent out in a system-wide e-mail to all UConn Health employees on the following dates:

- The non-discrimination policies were sent out on January 6, 2017 to ensure employees aware of their responsibilities to conduct themselves and perform their jobs with the highest standards. **Exhibit #5**
- The new University-wide Policy Against Discrimination, Harassment, and Related Interpersonal Violence effective January 1, 2016 was sent out on September 29, 2016. This policy was an updated, streamlined policy that more clearly articulated UConn Health's commitment to maintaining a safe and non-discriminatory learning and working environment. The new policy replaced the Sexual Assault Response Policy and Prohibition of Sexual Harassment under one coordinated, easier-to-reference policy. **Exhibit #6**
- In order to ensure a safe and nondiscriminatory learning and working environment, Protections and Resources for Transgender Students was sent out on February 27, 2017. This included our Policy Against Discrimination, Harassment and Related Interpersonal Violence; Transgender Guidelines; and Governor Dannel P. Malloy's executive order. **Exhibit #7**
- Newly revised Non-Discrimination Policy Statements for Publications including Accessibility Statements for University Events and Section 1557 Statements for Health Programs (previously entitled Non-Discrimination Policy Statements for Publications, Printed Material and Electronic Media), effective June 13, 2017 was sent out on June 27, 2017. This University-wide policy requires UConn Health publications that describe or invite participation in UConn Health programs or activities to contain one of the non-discrimination statements and include an accessibility statement intended to ensure an opportunity for participants with disabilities to request accommodations and fully participate in UConn Health events or activities. **Exhibit #8**

In effort to provide employees with current information about affirmative action programs and policies and to assist hiring managers and search committees in the hiring process, the following updates were made to the Office of Institutional Equity's (OIE) website:

- All online materials relative to affirmative action/equal employment opportunity. Materials and guidance on best practices for recruitment, search and hire, evaluation, interviewing and training were revised. Additionally, OIE added more information explaining affirmative action, regulations and policies. **Exhibit #9**
- Affirmative Action Plan and Policies were added and updated, **Exhibit #10**.
- Hiring and Promotional Goals were updated to assist managers in the employment process. **Exhibit # 11**

As part of UConn Health's established internal review system, OIE monitored progress of UConn Health's affirmative action plan throughout the year. OIE reviewed and reported progress toward hiring and promotional goal achievement to Human Resources enabling Talent Acquisition Specialists and HR Associates to focus on remaining goals when planning targeted recruitment. **Exhibit #12**.

Vacancy announcements, examination announcements, and posters relevant to affirmative action are also disseminated through other available avenues and are posted on appropriate bulletin boards throughout UConn Health.

New employees received the following information on affirmative action programs and policies in the new employee orientation, conducted on the first day of employment:

1. Affirmative Action, Non-Discrimination, and Equal Opportunity Policy Statement
2. HIV/AIDS Non-Discrimination Policy
3. Persons with Disabilities Policy
4. Policy Against Discrimination, Harassment, and Related Interpersonal Violence
5. OIE's contact information including the phone number to report harassment/discrimination and a list of policies are included in the orientation booklet, **Exhibit # 13**.

New employees attend the Diversity Awareness Workshop on their second day of employment, and Stipulated Agreement 2.2 Sexual Harassment Prevention training is conducted for all new Correctional Managed Health Care employees.

UConn Health took the following action steps to ensure maximum participation in the mandatory Diversity Awareness Training, Connecticut General Statute, Section 46a-54(16):

- During this Plan year, Diversity Awareness Training was conducted every two (2) weeks by OIE. A class schedule is posted on UConn Health Human Resources website. **Exhibit #14** is a sample of Diversity Trainings that were made available throughout the year.

- All new employees are scheduled to attend Diversity Awareness Training on their second day of employment.

As a result of the above action steps UConn Health achieved 94.1% compliance with Diversity training. Please see **Exhibit #15** for the race and sex break down of training attendance. During the next reporting period, UConn Health will continue the above action steps to ensure maximum Diversity Awareness Training compliance.

All newly hired managers or individuals promoted into managerial positions receive Sexual Harassment Prevention training within one (1) year of their appointment per “Managing a Respectful and Harassment – Free Workplace”. **Exhibit # 14**

To achieve 100% participation with Diversity Awareness and Sexual Harassment Prevention training Human Resources notified managers of employee(s) who did not attend training. Please see **Exhibit # 15**, for all employees by race and sex who participated in Sexual Harassment Prevention training.

During the Plan year, the Diversity Awareness and Sexual Harassment Prevention trainings were updated with additional content regarding the new University of Connecticut Policy Against Discrimination, Harassment, and Related Interpersonal Violence. The presentation provides information on responding to reports of discrimination, discriminatory harassment sexual assault, stalking, and interpersonal violence in a timely and comprehensive manner. **Exhibit #16.**

A separate training analysis has been provided which demonstrates the variety of training options available to UConn Health employees. All training opportunities are designed to enhance employees' existing skill levels, facilitate the addition of new areas of competence, to prepare employees for future growth and/or upward mobility and to be a constant source to enable UConn Health employees to fully realize their potential. **Exhibit #15**

UConn Health announces training opportunities through multiple communication channels to ensure that employees are notified of training programs and have the opportunity to enroll. Information regarding education offerings is circulated two (2) times per year through UConn Health Lifeline which replaced our Broadcast Messages system. In addition, all offerings are posted on the Human Resources website. The Department of Administrative Services' courses, college and university course announcements are distributed through UConn Health Lifeline and information is posted on the Human Resources website. **Exhibit #17.**

The Correctional Managed Health Care (CMHC) is a major division of the UConn Health, charged with fulfilling UConn Health's responsibility for providing health care to the state's jail and prison inmates. To assist with achieving CMHC's mission, the Associate Vice President of OIE and the Associate Director of Investigations serve on the Department of Correction's Sexual Harassment Advisory Committee. The Committee strives to maintain a respectful work environment free of sexual harassment, by providing a forum for all employees working in the correctional setting, to express their concerns about sexual harassment and Sexual Harassment Prevention training. The committee meets regularly throughout the year.

The Associate Vice President for the Office of Institutional Equity was on a leave of absence from July through September. During this time former Director of Investigations & Deputy Title IX Coordinator, Nancy Myers served as interim Associate Vice President for the Office of Institutional Equity. She met with or provided trainings to various departments, deans, chairs, and directors to ensure compliance with accessibility, discrimination, affirmative action, policies/procedures, and sexual assault.

- July 26, 2016, met with the Senior Associate Dean for Education to discuss roles and responsibilities of the Title IX Coordinator in raising awareness of sexual violence and creating and maintaining an environment free from all forms of sexual harassment, sexual violence, intimate partner violence and stalking.
- Provided an update of ongoing anti-discrimination requirements and compliance initiatives in meetings with the following individuals:
 - August 8, 2016, Chief Executive Officer and Executive Vice President for Health Affairs and Chief Administrative Officer
 - August 10, 2016, Dean, School of Medicine and Associate Professor of Neuroscience
 - October 24, 2016, Associate Dean for Medical Student Affairs,
- August 15, 2016, September 1, 2016, September 14, 2016, September 28, 2016, and October 17, 2016, participated in Compliance Workgroups, chaired by Dr. Agwunobi, to ensure compliance with our non-discrimination and anti-harassment policies, as well as state and federal laws and regulations related to equal opportunity and affirmative action.
- August 23, 2016, discussed the merger of the Storrs and UConn Health Office of Institutional Equity in a meeting with Neva Elaine Vigezzi, Human Rights and Opportunity Representative, EEO and Search Compliance Manager and Affirmative Action Specialist.
- September 21, 2016, provided a presentation on non-discrimination, affirmative action, equal employment opportunity, Title IX and policy compliance to the managers/supervisors in the Management Development Training Program.
- October 14, 2016, met with the Police Department to discuss procedures for responding to hate crimes, bias incidents, and Title IX reports.
- November 9, 2016 and November 29, 2016, provided trainings to the Office of Institutional Equity's Panel of Reviewers who review OIE's Findings and Recommendations reports of their investigations into alleged discrimination. The Office of Institutional Equity's Panel of Reviewers serve two year terms and are appointed from a standing pool of trained faculty, staff, and members of the administration to serve two-year terms on a Panel of Reviewers. OIE provides training to the Reviewers on the nature of the review process, OIE's procedures, prohibited forms of discrimination, harassment and retaliation, and other issues related to their roles.

Throughout the year Associate Vice President Conklin met with or provided trainings to various departments, deans, chairs, and directors to ensure compliance with accessibility, discrimination, affirmative action, policies/procedures, and sexual assault. In addition to these meetings, Associate Vice President Conklin:

- Provided an overview of OIE, policies, and procedures to ensure compliance with our non-discrimination and anti-harassment policies, as well as state and federal laws and regulations related to equal opportunity and affirmative action. These overviews focused on the

American with Disabilities Act, affirmative action, discrimination/harassment, education and training, search process, Title IX Compliance, and sexual violence awareness. OIE AVP met with the following areas:

- August 24, 2016 New Faculty Orientation
 - September 21, 2016 Compliance Workgroup
 - November 7, 2016 Board of Directors Academic Affairs
 - December 6, 2016 Human Resources
 - December 21, 2016 Dean, School of Dental Medicine and faculty
 - November 15, 2016 and December 13, 2015 (Make-up session), Dean, School of Medicine and his Chairs and Directors of Faculty Affairs, Clinical Quality and Network Development Related to Faculty Academics, Health Career Opportunity Programs, Education, Multicultural and Community Affairs, Finance and Administration, Research, Clinical Research, Planning and Administration
 - January 12, 2017 Office of the Chief Administrative Officer manger meeting
 - March 6, 2017 Board of Directors
 - March 8, 2017 Cell Biology faculty
 - April 3, 2017 Cell Analysis faculty and Neuroscience faculty
 - April 11, 2017 Radiology faculty
 - May 1, 2017 Psychiatry faculty
 - June 19, 2017 Surgery faculty.
- September 9, 2016, September 21, 2016, December 5, 2016, March 21, 2017, and May 16, 2017 participated in the Compliance Workgroup, chaired by Dr. Agwunobi, to ensure compliance with non-discrimination and anti-harassment policies, as well as state and federal laws and regulations related to equal opportunity and affirmative action.
 - October 14, 2016, met with the Faculty Development Advisory Committee, who assist our faculty by providing workshops, programs, and resources that focus on academic advancement, enhancement of teaching and research skills, and leadership development, to discuss our discrimination and anti-harassment policies; proactive recruitment strategies, and retention strategies to enhance our academic reputation, improve diverse employee population, and create a competitive edge in the global marketplace.

- October 14, 2016, met with the Police Chief and Master Sergeants of our Public Safety Department to collaborate on raising awareness of sexual violence and creating and maintaining an environment free from all forms of sexual harassment, sexual violence, intimate partner violence and stalking.
- January 18, 2017, May 17, 2017, and June 21, 2107, presented at the Leadership Development Sessions on the American with Disabilities Act, affirmative action, discrimination/harassment, education and training, search process, Title IX Compliance, and sexual violence awareness in an effort to ensure compliance with the non-discrimination and anti-harassment policies, as well as state and federal laws and regulations related to equal opportunity and affirmative action.
- February 3, 2017 and May 23, 2017, attended meetings and participated in ongoing discussions of Americans with Disabilities Act (ADA) compliance issues, strategies, and education initiatives with the Access and Accommodations Committee, a group committed to providing equal access and full participation for individuals with disabilities within all UConn Health programs and activities.
- February 8, 2017 and March 22, 2017, met with Human Resources to discuss employee training initiatives and collaborations in the following areas: diversity, search process, and sexual harassment. As a result of this meeting an online Search Committee training was developed by OIE for the Management Development Training Program's Hiring the Right Talent Part I and for search committees for Faculty and above positions. The training included Affirmative Action/Equal Employment Opportunity laws and regulations, recruitment, diversity, recognizing and minimizing inherent bias, and conducting interviews. Following the completion of the training online, participants attended an in-person session. The EEO & Search Compliance and Human Resources staff held a question and answer session to discuss best practices, case scenarios, and identify key ingredients in successful recruitment, search and hire. OIE staff's discussion focused on recruiting a diverse applicant pool, implicit bias, and compliance with the search process. **Exhibit #18**
- April 5, 2017, met with the Senior Associate Dean for Education and the Associate Dean for Multicultural and Community Affairs to discuss proactive faculty recruitment strategies to enhance our academic reputation, improve diverse faculty population, and create a greater competitive edge in the global marketplace.
- Conducted mandatory Managing a Respectful and Harassment-Free Workplace for newly appointed managers, supervisors, and administrative staff who supervise employees and/or students. **Please see Exhibit # 14.**

- Held meetings with the following departments to discuss UConn Health’s ADA compliance strategies, identify concerns, and discuss future projects:
 - October 25, 2016, Associate Vice President of Campus Planning, Design and Construction,
 - December 16, 2016, Chief Communications Officer of Office of University Communications
 - January 6., 2017, Center for Excellence and Developmental Disabilities
- May 3, 2017, held a Coffee and Conversation informal meet and greet with employees and students to discuss our commitment to creating and maintain an environment free from all forms of sexual harassment, sexual violence, and intimate partner violence and stalking.

The Deputy ADA Coordinator for the Office of Institutional Equity met with various departments, deans, chairs, and directors to ensure UConn Health’s compliance with all relevant laws and regulations related to the ADA and provided consultation, information and referral to appropriate resources for disability related issues. Deputy ADA Coordinator Joshua Rucker:

- Developed a training module that focused on the American with Disabilities Act (ADA). This training provides a general overview of disability rights as related to UConn Health and the subsequent responsibilities of employees, managers, and supervisors in ensuring equal access and opportunities for individuals with disabilities. **Exhibit #19**
- September 20, 2016 and October 25, 2016, toured UConn Health campus to obtain an initial scope of accessibility issues and to touch base on ongoing accessibility projects to ensure full participation for persons with disabilities.
- October 20, 2016, November 17, 2016, December 15, 2016, January 12, 2017, February 9, 2017, April 6, 2017, and June 29, 2017, attended Capital Projects meetings regarding building projects and any identified accessibility issues in construction/renovation projects to ensure compliance with all relevant laws and regulations related to the ADA.
- November 21, 2016, attended an Affordable Care Act meeting to help broaden awareness and understanding of the rules and responsibilities as related to persons with disabilities under the Affordable Care Act, including non-discrimination notice requirements for publications and auxiliary aids and services for individuals who are deaf or hard of hearing.
- December 16, 2016 met with the Chief Communications Officer of Office of University Communications to discuss UConn Health’s compliance with ADA, compliance strategies, identify concerns, and plan future projects.
- December 30, 2016, worked with the Parking Department to address accessibility issues in parking and shuttle buses.

- January 3, 2017, met with the Director of John Dempsey Hospital and UConn Medical Group Clinical Informatics to discuss disability disclaimer standards for events/classes/written materials on how to request an accommodation if needed.
- January 10, 2017, attended the Executive Policy Committee to discuss ADA compliance issues and policy updates.
- February 3, 2017, participated in ongoing discussions of ADA compliance issues, strategies, and education initiatives with the Access and Accommodations Committee.
- February 3, 2017, reviewed the Deaf and Hard of Hearing Emergency Department process and interpreting services for deaf and hard of hearing patients in the Emergency Department.
- April 21, 2017 and April 25, 2017, provided mandatory trainings for compliance designees in various departments on interpreting services for Deaf and Hard of Hearing.
- May 16, 2017, participated in the Compliance Workgroup, chaired by Dr. Agwunobi, to ensure compliance with the ADA.

The EEO & Search Compliance staff provided training on June 20, 2017 to the Human Resources Talent Acquisition team. The training focused on writing professional, detailed job descriptions with concrete and specific minimum and preferred qualifications to help attract a top-tier, diverse workforce; best practices for applicant evaluation, interviewing and candidate selection and writing detailed and specific candidate dispositions. The training allowed for discussion and questions about specific examples. **Exhibit #20**

The Department of Human Resources Information Management and the Office of Institutional Equity partnered to design a process to allow employees the opportunity to voluntarily provide race, gender, ethnicity, disability and veteran information. The new process integrates into the employee self-service module of the Human Resources personnel system to provide accurate and efficient data collection. The survey necessitated customization of the HR personnel system, databases and reports, thus the 2018 Affirmative Action Plan will reflect the updated demographic data.

The UConn Health Community Resource Team (CRT) is required by Connecticut law and is charged with coordinating response and prevention efforts to ensure the UConn Health community has sufficient information about reporting, policies, procedures and resources related to sexual assault, stalking and intimate partner violence. Members of this committee were invited to serve on this important team because of their roles in working with students and their ability to facilitate change at UConn Health. The committee contains a range of on and off campus partners who work to address issues of sexual violence on campus, including representatives from local sexual assault and domestic violence agencies, counseling services, and police.

Members of the CRT receive training in order to provide a coordinated, compassionate, trauma-informed response to all individuals who report incidents of sexual violence to the institution.

The CRT meets approximately two times per semester. The team has discussed and reviewed the *Policy Against Discrimination, Harassment, and Related Interpersonal Violence*, as well as the University's and police response processes in order to make necessary updates. The CRT also plays an integral role in reviewing and launching new prevention and awareness programs and trainings for students and employees at UConn Health. These trainings provide the University community with information about policies, reporting options, bystander intervention, and resources available to students and employees related to sexual violence.

UConn Health sent out a message to employees in the UConn Health Lifeline that if an employee is not comfortable raising the issues of abusive or retaliatory behavior, sexual discrimination, harassment, or other serious misconduct with their supervisor or others in management. A non-identifiable ReportLine is available 24 hours a day, 365 days a year to report a suspected compliance or ethics violation. **Exhibit #21**

In the UConn Health Lifeline a message was sent to all employees encouraging them to bring forward information and/or complaints about violations of state or federal law, University policy, rules or regulations without fear of retaliation. Retaliation against any individual who, in good faith, reports or who participates in the investigation of alleged violations is strictly forbidden. **Exhibit #22**

UConn Health's Human Resources Department applicant tracking system called iGreentree Employment System has allowed both the Human Resources Department and the Office of Institutional Equity to track pertinent information for the Affirmative Action Plan. All applications for UConn Health positions are submitted into the iGreentree system. Applicants set up an account and submit their applications electronically. The system allows applicants to attach a resume, cover letter, and references. If an applicant applies by submitting a paper resume and application, this information is scanned into the system and attached to the appropriate requisition. Internal and external applicants can access employment information in person, or on UConn Health's web page at <http://employ.uchc.edu>. Questions regarding the process can be addressed by calling (860) 679-2426.

UConn Health managers use the iHiring Manager Module of the iGreentree system. The system allows managers to view qualified applicants directly, copy any pertinent documents, and complete their hiring justifications online. This process has allowed the hiring managers to set up and conduct interviews in a more expedient manner. Human Resources developed an interactive online training program on using iHiring Manager, which includes the importance of affirmative action goals and appropriate justifications. New hiring managers are required to complete this mandatory training from their work stations. Human Resources staff also provides the hiring managers with tips and suggestions in using the electronic recruitment system on their website, **Exhibit #23**.

During Leadership Week at the UConn School of Medicine, a series of events provided a chance for students who envision themselves as leaders in medicine to share ideas with those who already are in this case, members of the UConn Health faculty. Leadership Week promoted the American Medical Association's core value of leadership by providing an interactive forum for physicians and medical students to discuss pathways to leadership roles and professional development. Dr. Cato T. Laurencin, M.D., Ph.D. was a keynote speaker who spoke about leadership in research and activism for minorities. **Exhibit #24**

UConn Health undertakes these and other activities to ensure that all employees are aware of UConn Health's commitment to Affirmative Action, Equal Employment Opportunity, and a workplace free from any type of harassment. These activities underscore the responsibility of the Office of Institutional Equity, the Human Resources Department, and all the hiring departments in assuring that every avenue is explored to support UConn Health's efforts in meeting its Affirmative Action goals.

Exhibit #1

Segar, Theresa

From: CEO UConn Health and EVP for Health Affairs
Sent: Tuesday, October 24, 2017 12:06 PM
Subject: 2017 Affirmative Action Plan

UConn Health continues its steadfast commitment to affirmative action, equal employment opportunity, inclusion and diversity. Our ongoing efforts to advance these principles in all aspects of the recruitment and employment process are detailed in the *2017 Affirmative Action Plan*, completed by the [Office of Institutional Equity \(OIE\)](#). The *Plan* also provides a comprehensive account of UConn Health's major initiatives designed to promote an inclusive and discrimination-free workplace environment that values diversity and inclusion. I encourage the UConn Health community to review the [Executive Summary](#) of the *Plan* on OIE's website. The Executive Summary provides an analysis of hiring goal achievement, discusses achieved and future program goals and includes graphical and statistical data of the workforce and new hires based on the *Plan* year.

I recognize that the goals set forth in this *Plan* go beyond compliance with state laws and are essential to advancing the priorities of UConn Health leadership. As a world-class health center, medical research center and school of medicine and dentistry, these goals are infused into all aspects of strategic planning. I am committed to our continual efforts to implement successful diversity, equity, and inclusion initiatives at UConn Health. I look forward to achieving our affirmative action goals in the coming year as a multicultural workplace that recognizes and embraces the unique talents and contributions of our diverse workforce.

Andrew Agwunobi, M.D., M.B.A.
Chief Executive Officer, UConn Health
Executive Vice President for Health Affairs



**2017 Affirmative Action Plan
Executive Summary**



**UConn Health
Office of Institutional Equity**

OCTOBER 2017



2017 Affirmative Action Plan Overview and Highlights

The Office of Institutional Equity has completed UConn Health'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.

UConn Health's history of approvals has been based on CHRO's acceptance that UConn Health demonstrated every *good faith effort* to meet goals, rather than goal achievement. Connecticut General Statutes Section 46a-68-75 (M) 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 2016 *Plan* was **Approved** by the CHRO, based on Reviewer Neva Vigezzi's recommendation.

Goal Achievement

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 Achieved

Total Goal Achievement: 30.7%

- ◆ 119 of the 388 hires met hiring goals
- ◆ The Faculty had the highest goal achievement of 44.9%
- ◆ 52.1% of goals were met with white female hires
- ◆ Females comprised 65.5% of goal hires
- ◆ 33.6% of goals were met by minority* hires
- ◆ Protective Services met goals with the hire of 3 black males and 1 Hispanic female
- ◆ Black male, Hispanic male and female goal achievement increased significantly from 2016
- ◆ Tech/Paraprofessional, Protective Services and Service Maintenance categories had increased goal achievement from 2016

Category	Hires	Goals Met	2017 Achievement %	2016 Achievement %
Executive Managerial	14	1	7.1	81.8
Faculty	49	22	44.9	51.2
Professional	172	48	27.9	45.8
Secretarial/Clerical	64	12	18.8	11.6
Tech/Paraprofessional	63	26	41.3	36.0
Qualified Craft Worker	1	0	0.0	0.0
Protective Services	11	4	36.4	16.7
Service/Maintenance	14	6	42.9	20.0
Total	388	119	30.7	35.9

Who met a Goal?

The 119 goal hires were comprised of:

Race/Gender	2017 Percentage	2016 Percentage
White Male	14.3	15.8
White Female	52.1	55.0
Black Male	7.6	3.3
Black Female	7.6	17.5
Hispanic Male	4.2	0.0
Hispanic Female	10.1	3.3
Asian Male	2.5	1.7
Asian Female	1.7	3.3

2017



- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female

2016 Program Goals: Accomplished

Goal #1

The Office of Institutional Equity (OIE) will collaborate with the Department of Human Resources and the Office of Diversity & Inclusion to enhance the search orientation trainings offered to search committees, chairs and administrators. The trainings will focus on affirmative action and equal employment, strategic recruiting, and the search process including applicant evaluation, interviewing, and applicant selection. The comprehensive training will include modules focused on the development of job descriptions and qualifications, inherent bias and best practices and resources for eliminating bias in the search process. This new training will provide search committees, chairs and administrators with comprehensive training relative to the search process.

The Office of Institutional Equity (OIE) in collaboration with the Department of Human Resources Organization and Staff Development developed a new comprehensive training for search committees, chairs and administrators. The enhanced training, offered online through SABA, focused on affirmative action and equal employment laws and regulations, UConn Health policies, job descriptions and qualifications, strategic recruiting for a diverse applicant pool, best practices and resources for recognizing and minimizing inherent bias, applicant evaluation and interviewing. Additionally, this training was included in the Management Development Training with OIE attending the live sessions to lead discussions focused on recruiting a diverse applicant pool, implicit bias and compliance with the search process.

Goal #2

The Office of Institutional Equity (OIE) will create additional reporting tools including a statistical report of the current staff workforce and applicant data to enable managers to examine workforce statistics and hiring trends. The detailed report will provide a comprehensive examination of the workforce, new hires and applicants in the latest hiring cycle. This report will provide Unit Heads, Directors, Department Heads, and Managers with statistical and graphical representations of the workforce and hires to assist in better understanding their future proactive recruitment and hiring efforts.

The Office of Institutional Equity (OIE) produced a statistical report of current workforce and hires. This report provided a more comprehensive demographic examination of the workforce and hires made during the year. The report included both statistical and graphical representations of the staff and faculty workforce and hires made in the 2016 hiring cycle. Applicants for faculty positions were compared to hires. Additionally, the report included comparisons with the previous years' workforce and hires. This report gave administrators a tool to assist in proactive recruiting and hiring efforts.

Goal #3

The Office of Institutional Equity (OIE) will develop a training module focused on the American with Disabilities Act (ADA). The training will be offered to a wide range of employees, managers, and supervisors as well as members of the UConn Health community to ensure clear understanding of rights and responsibilities under state and federal disability laws. OIE staff will present the training in various formats including in-person and online. The materials will be made available online for departments to review.

The Office of Institutional Equity (OIE) developed a training module focused on the American with Disabilities Act (ADA) and accessibility for people with disabilities. The training provides a general overview of disability rights as related to UConn Health and the subsequent responsibilities of employees, managers and supervisors in ensuring equal access and opportunities for individuals with disabilities. The training covers state and federal disability laws, UConn Health policies including Persons with Disabilities, Effective Communication with Individuals who are Deaf or Hard of Hearing and HIV/AIDS Non-Discrimination, accommodations, Interpreter services, service animals, accessibility statements and resources. The training is available to the UConn Health community.

2016 Program Goals: Accomplished

Goal #4

The Office of Institutional Equity (OIE) will review existing online Affirmative Action/Equal Employment Opportunity best practice and guidance materials to identify subject areas lacking resources. OIE will update the Website with resources on all aspects of the search process, including recruitment, evaluation, interviewing, and hiring. The new website will provide a centralized location for information specifically developed for search committees.

The Office of Institutional Equity (OIE) reviewed and updated all online materials relative to affirmative action/equal employment opportunity. Materials and guidance on best practices for recruitment, search and hire, evaluation, interviewing and training were revised in an effort to provide up-to-date resources for search committees and hiring managers. Additionally, OIE added more information explaining affirmative action, regulations and policies. The new OIE website will include the updated materials, providing a centralized location for information specifically developed for search committees.

Goal #5

In an attempt to obtain a more accurate demographic profile of the current UConn Health population, a re-survey of the workforce will be conducted during this Plan year. The Department of Human Resources, in collaboration with the Office of Institutional Equity (OIE) will design a process that will allow all employees an opportunity to voluntarily provide race, gender, and ethnicity information. The more accurate demographic data will allow for more accurate calculation of availability and setting of Affirmative Action goals that are reflective of the truly underrepresented race/gender groups.

The Department of Human Resources Information Management and the Office of Institutional Equity (OIE) partnered to design a process to allow employees the opportunity to voluntarily provide race, gender, ethnicity, disability and veteran information. The new process integrates into the employee self-service module of the Human Resources personnel system to provide accurate and efficient data collection. The survey necessitated customization of the HR personnel system, databases and reports, thus the 2018 Affirmative Action Plan will reflect the updated demographic data.

2017 Program Goals: Planning for the Future

Goal #1

The Office of Institutional Equity (OIE) will design and launch a new, streamlined website highlighting OIE's areas of focus: accessibility; AA/EEO compliance; discrimination and harassment investigations; Title IX compliance; and education and training. The design of the website will allow users to more easily navigate to information, resources and policies. The website will include links to comprehensive materials related to OIE's areas of focus.

Goal #2

The Office of Institutional Equity (OIE) will collaborate with the Department of Human Resources and the Office for Diversity and Inclusion to develop a training focused on faculty recruitment and hiring for the Schools of Medicine and Dental Medicine. The training will include strategies and best practices for recruiting diverse applicants, building networks and pipelines with other medical schools, developing applicable qualifications for the evaluation of faculty candidates, and navigating the search process. Additionally, the three offices will assess existing practices to determine the areas needing additional focus.

Goal #3

The Office of Institutional Equity (OIE) will initiate a review of the existing Americans with Disabilities Act (ADA) program. The goal of the review will be to determine how best to ensure access at UConn Health, with a focus on enhancing employee training and education on issues related to accessibility. OIE will develop both a new accessibility website to provide information and resources for employees, students and visitors, as well as an ADA-related brochure to be used in employee education and training programs.

Goal #4

The Office of Institutional Equity (OIE) will form a working group to assess current UConn Health practice as well as nationally-identified best practices for preventing and responding to discriminatory harassment in the clinical setting.

The Workforce

The total workforce of 3775:

- 81.8% Staff
- 13.1% Faculty
- 5.1% Executive/Management

The combined workforce is:

- 72.9% White
 - 10.9% Black
 - 9.0% Hispanic
 - 7.0% Asian
 - 0.1% Native American
- ◆ 71.2% female and 28.8% male
 - ◆ White females are 55.5%, the largest group
 - ◆ 1023 minority** employees are 27.1% of the workforce



- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- Native Am Male

Faculty

The Faculty workforce of 495:

- 66.9% White
- 3.6% Black
- 6.3% Hispanic
- 22.8% Asian
- 0.4% Native American

- ◆ 164 minority faculty comprise 33.1% of the total faculty workforce
- ◆ 40.4% female and 59.6% male
- ◆ White males constitute 43.6%, the largest group
- ◆ Black females are the least represented at 1.6%



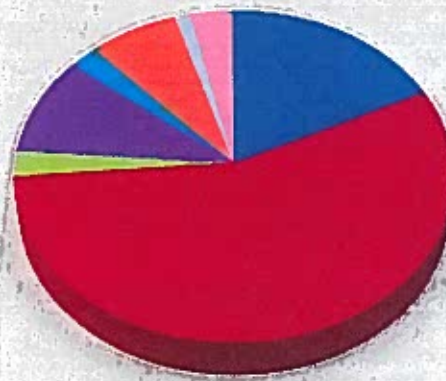
- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- Native Am Male

Staff

The Staff workforce of 3087:

- 72.8% White
- 12.3% Black
- 9.9% Hispanic
- 4.9% Asian
- 0.1% Native American

- ◆ 76.4% female and 23.6% male
- ◆ White females constitute 55.5%, the largest group
- ◆ 840 minority staff comprise 27.2% of the staff workforce



- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- Native Am Male

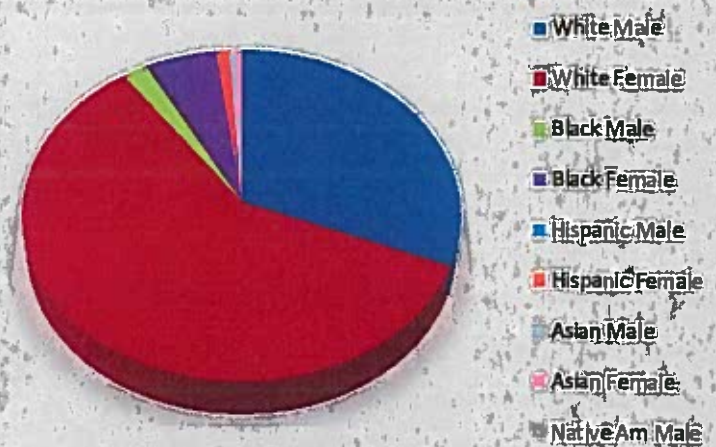
*Workforce full-time, not including part-time or temporary

**Minority includes Black, Hispanic, Asian and Native American

Executive/Managerial

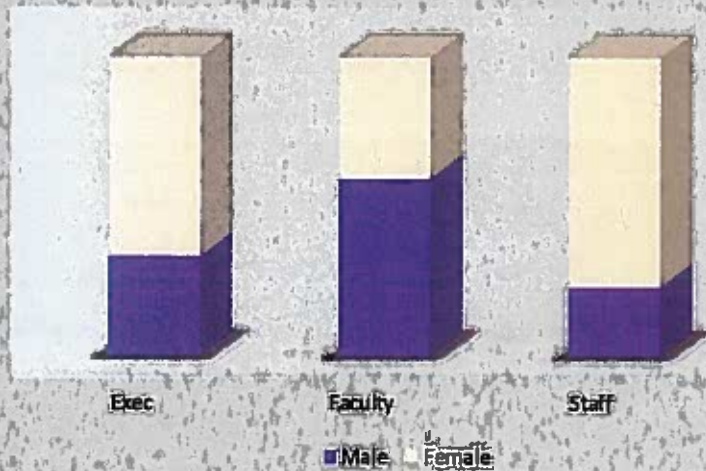
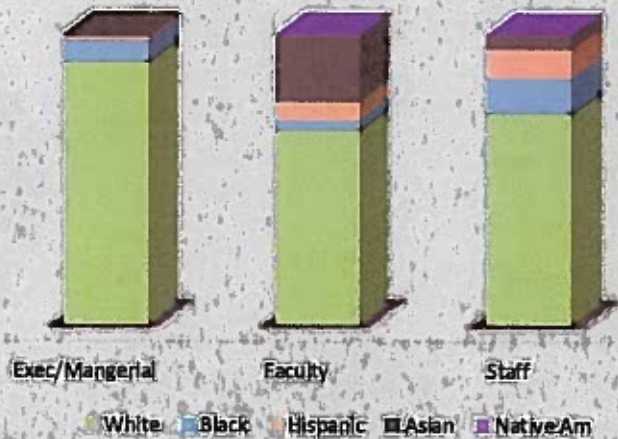
The Executive/Managerial workforce of 193:

- 90.2% White
- 7.8% Black
- 1.0% Hispanic
- 1.0% Asian
- (Native Americans are not represented)
- ◆ 66.3% female and 33.7% male
- ◆ White females are 59.1% the largest group
- ◆ 23 minority employees comprise 9.8% of the Executive/Managerial workforce
- ◆ There are no Hispanic males in this category



Where is our diversity?

	Executive Managerial	Faculty	Staff
White	90.2%	66.9%	72.8%
Black	7.8%	3.6%	12.3%
Hispanic	1.0%	6.3%	9.6%
Asian	1.0%	22.8%	4.9%
Native Am	0.0%	0.6%	0.1%



	Executive Managerial	Faculty	Staff
Male	33.7%	59.6%	23.6%
Female	66.3%	40.4%	76.4%

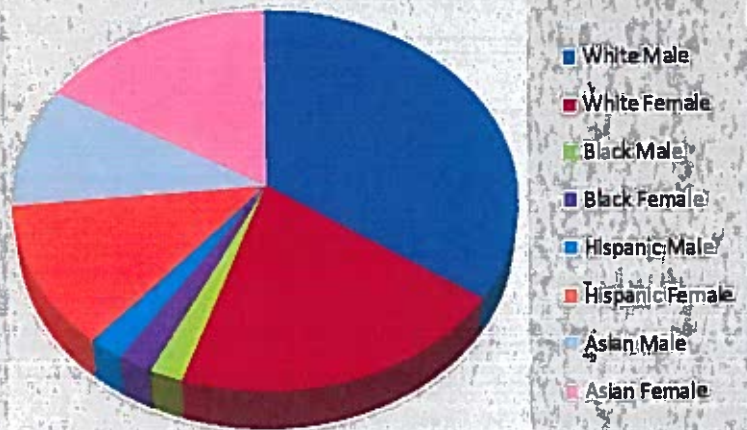
- ◆ The Faculty category has the highest percentage of males at 59.6% but is the most diverse in race/ethnicity at 33.1%
- ◆ Females in the Faculty category increased to 40.4% from 37.0% in 2016
- ◆ Staff has the highest percentage of females at 76.4%

*Minority includes Black, Hispanic, Asian and Native American

2017 New Hires

Faculty

- ◆ 49 new hires:
 - 51.0% female and 49.0% male
 - 55.1% White
 - 4.1% Black
 - 14.3% Hispanic
 - 26.5% Asian
- ◆ Comparing to 2016:
 - Female hires increased to 51.0% from 43.9%
 - Hispanic hires increased to 14.3% from 9.8%
 - Hispanic female hires doubled from 3 to 6
 - 1 white female and 1 Hispanic male were hired in the Professor title



TOTAL	WM	WF	BM	BF	HM	HF	AM	AF	NM	NF
49	17	10	1	1	1	6	5	8	0	0

Staff

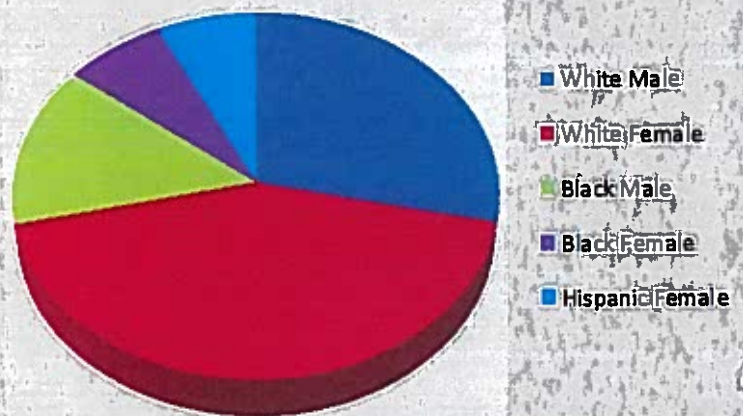
- ◆ 325 new hires:
 - 78.2% female and 21.8% male
 - 65.5% White
 - 16.3% Black
 - 11.1% Hispanic
 - 7.1% Asian
- ◆ White females were the largest group at 50.8%
- ◆ Black, Hispanic and Asian hires increased from 13.5%, 10.3% and 4.3%, respectively in 2016
- ◆ 9 white males, 1 black male, 1 Hispanic and 1 Asian male were hired into the Registered Nurse title



TOTAL	WM	WF	BM	BF	HM	HF	AM	AF	NM	NF
325	48	165	9	44	8	28	6	17	0	0

Executive/Managerial

- ◆ 14 new hires:
 - 57.1% female and 42.9% male
 - 71.4% White
 - 21.4% Black
 - 7.1% Hispanic
- ◆ 2 black males were hired into the two most senior positions in Human Resources



TOTAL	WM	WF	BM	BF	HM	HF	AM	AF	NM	NF
14	4	5	2	1	0	1	0	0	0	0

Exhibit #2

**Meetings with Chief Executive Officer
and Executive Vice President for Health Affairs**

August 8, 2016

September 26, 2016

October 24, 2016

November 21, 2016

December 15, 2016

December 29, 2016

May 15, 2017

June 19, 2017

Exhibit #3

Segar, Theresa

From: UConn Health Lifeline <WWWRUN@WEB7.UITS.UCONN.EDU>
Sent: Friday, September 01, 2017 9:00 AM
To: UConn_Health_Lifeline-L@listserv.uconn.edu
Subject: UConn Health Lifeline

University of Connecticut

UConn Health Lifeline

Friday, September 1, 2017

Difficulty viewing this email or its content? [Open it in browser >](#)

In the News	Urgent Care Hours Changing in Storrs and Canton Did You Catch This Week's Pulse (#77)
Construction Update	Construction Update Friday, Sept. 1
Human Resources and Benefits	Additional Furlough Information
Lectures and Presentations	9/5 MBB Work in Progress Talk - Matthew Zambrello Tues 9/6 Neuroscience Journal Club - Nicaise Wednesday 9/7 MBB Seminar - Dr. Crysten E. Blaby Thursday
Meetings and Events	9/4 No Yoga Monday
Parking and Transportation	A-B Lot - Closing Tonight and Saturday 195 Farmington Ave.
Policy Information	Affirmative Action Plan Update, Policy Statements
Research, Funding, and Awards	Today: SPARK Tech Commercialization Fund Deadline Nomination Call: Excellence in Public Engagement Bring Your Research to the Marketplace IBS Study: Participants Needed
Sales and Fundraisers	Today: Farmington Farm Truck Today: Starbucks Preview of Pumpkin Spice Latte

University of Connecticut

UConn Health Lifeline

Friday, September 1, 2017

POLICY INFORMATION

Affirmative Action Plan Update, Policy Statements

TO: All UConn Health Faculty, Staff, and Union Representatives

FROM: Elizabeth A. Conklin, Associate Vice President Office of Institutional Equity

DATE: September 1, 2017

SUBJECT: Affirmative Action Plan Update and Distribution of Policy Statements

UConn Health's 2016 Affirmative Action Plan for Employment (*Plan*) was approved by the Commission on Human Rights and Opportunities on January 11, 2017. The *Plan* reports UConn Health's good faith efforts relative to diversifying the workforce, attaining goals, and achieving equal employment opportunity.

All employees are invited to review and comment on the 2016 *Plan* until September 31, 2017. A full copy of the *Plan* is available for review in the following locations:

- [The Office of Institutional Equity \(OIE\)](#)
16 Munson Road, 4th Floor
Farmington, CT 06030
- [The Connecticut Commission on Human Rights and Opportunities \(CHRO\)](#)
450 Columbus Boulevard
Hartford, CT 06103

An electronic (PDF) version also is available on [OIE's website](#).

All comments or questions are welcome and may be sent to:

[Elizabeth A. Conklin](#), Associate Vice President
Office of Institutional Equity
16 Munson Road
Farmington, CT 06030-5310
860-679-3563

Policy Statements

The following policies have been included in the *Plan*, distributed to all employees through UConn Health's Office of Institutional Equity's (OIE) [webpage](#) and posted on bulletin boards throughout UConn Health.

- [Affirmative Action and Non-Discrimination, and Equal Opportunity Policy](#)
- [Persons with Disabilities](#)
- [HIV/AIDS Non-Discrimination](#)
- [Policy Against Discrimination, Harassment, and Related Interpersonal Violence](#)

- [UConn Discrimination Complaint Procedures](#)

Policy Posting Obligation:

As in previous years, OIE will satisfy the statutory requirement of policy distribution to employees via this notification and mail distribution as necessary. Additionally, policies will be posted in visible locations throughout UConn Health. Vice Presidents, Deans, Directors, and other supervisory employees are asked to ensure that the policies above are posted in their respective units in locations highly visible to employees, students, and the general public.

Office of Institutional Equity Merger

On July 1, 2016, the Office of Diversity and Equity at UConn Health and the Office of Diversity and Equity in Storrs merged under one name, The Office of Institutional Equity (OIE). Elizabeth Conklin serves as the Associate Vice President and Equal Employment Opportunity Officer of OIE for both UConn Storrs/Regionals and UConn Health. This merger allows OIE at both locations to more efficiently oversee University policies and procedures regarding: investigations of discrimination and harassment complaints; implementation of measures intended to mitigate the effects of demonstrated discriminatory conduct; ensuring compliance with state and federal equal employment, affirmative action, and civil rights laws and related University policies through training; and Americans with Disabilities Act and Title IX compliance efforts.

Program Goals

The following program goals were established in the 2016 UConn Health State Affirmative Action Plan:

- The Office of Institutional Equity (OIE) will enhance the search orientation trainings offered to search committees, chairs and administrators. The training will focus on affirmative action and equal employment, strategic recruiting, and the search process including applicant evaluation, interviewing, and applicant selection. The comprehensive training will include modules focused on the development of job descriptions and qualifications, inherent bias, and best practices and resources for eliminating bias in the search process.
- The Office of Institutional Equity (OIE) will create additional reporting tools including a statistical report of the current staff workforce and applicant data to enable managers to examine workforce statistics and hiring trends.
- The Office of Institutional Equity (OIE) will develop a training module focused on the American with Disabilities Act (ADA). The training will be offered to a wide range of employees, managers, and supervisors as well as members of the UConn Health community to ensure clear understanding of rights and responsibilities under state and federal disability laws.
- The Office of Institutional Equity (OIE) will review existing on-line Affirmative Action/Equal Employment Opportunity best practice and guidance materials to identify subject areas lacking resources. OIE will update the website with resources on all aspects of the search process, including recruitment, evaluation, interviewing, and hiring.
- In an attempt to obtain a more accurate demographic profile of the current UConn Health population, a re-survey of the workforce will be conducted during this Plan year. The Department of Human Resources, in collaboration with the Office of Institutional Equity (OIE) will design a process that will allow all employees an

opportunity to voluntarily provide race, gender, and ethnicity information. The more accurate demographic data will allow for more accurate calculation of availability and setting of Affirmative Action goals that are reflective of the truly underrepresented race/gender groups.

Recruitment, Compliance, and Diversification:

As a federal contractor and state agency, UConn Health's recruiting and hiring activities are audited regularly by government enforcement units. Directors, Department Heads, Hiring Managers, and Search Committee Chairs are accountable for ensuring compliance with state and federal regulations and record-keeping requirements concerning recruitment and applicant evaluation activities. Both state and federal regulatory agencies mandate policies and processes that promote equal employment opportunity and endorse aggressive recruitment programs.

Proactive and aggressive recruitment programs not only fulfill UConn Health's compliance obligations but also work to support the goal of increasing the diversity of the workforce. To encourage proactive and strategic recruitment efforts, it is necessary for department faculty and staff to engage in professional networking, join professional and discipline specific associations, and participate in pipeline-building initiatives with an aggressive focus on the diversity of graduate students.

To assist search committees and hiring departments, OIE is available for consultation about the search process, compliance obligations, best practices in building diverse pools of qualified applicants, and objective evaluation techniques

Discrimination Complaint Investigations:

OIE's Staff Investigators are responsible for objectively investigating complaints of discrimination and discriminatory harassment to determine if employee conduct violates UConn Health's [non-discrimination policies](#). These policies are construed to provide the same or similar protections as those contained pursuant to state and federal law and regulation. Where investigations reveal the presence of discriminatory or harassing behavior, OIE is responsible for making recommendations that are designed to mitigate the effects of discriminatory conduct. OIE thoroughly investigates discrimination complaints, makes determinations regarding violations of UConn Health policy, and follows statutory requirements regarding recommendations for remedial action when there is evidence of policy violations.

OIE also assists with developing and implementing UConn Health's non-discrimination and affirmative action policies, procedures, and programs. OIE offers information, consultation, and training to the University community on these areas of focus.

Additional information about reporting discrimination and [OIE's complaint procedures](#), as well as OIE's [Discrimination and Discriminatory Harassment Complaint form](#), can be found online. If you have a specific question or need further assistance, please do not hesitate to contact a member of OIE at (860) 679-3563 or by email at equity@uconn.edu, [website: www.equity.uconn.edu](http://www.equity.uconn.edu).

Diversity Awareness Training:

OIE provides ongoing Diversity Awareness training to all UConn Health employees pursuant to General Statutes §46a-54. OIE conducts [sessions](#) every two weeks. Additionally, OIE

provides customized trainings to individual departments or groups of employees or students seeking further guidance or training around discrimination and/or harassment issues. For further information, please visit [OIE's website](#).

For more information, contact: Elizabeth A. Conklin at x3563

Other stories from the [UConn Health Lifeline for Friday, September 1, 2017 >>](#)

Exhibit #4

University of Connecticut

UConn Health Lifeline

Thursday, November 17, 2016

IMPORTANT UNIVERSITY-WIDE ANNOUNCEMENTS

Happy Thanksgiving

To the UConn Community,

As the week draws to a close and many prepare to leave campus for the holiday break, I write to wish everyone a restful and happy Thanksgiving.

We have much to be thankful for here at UConn.

There are a number of students who will be remaining on campus next week, including many international students. In advance of the holiday, UConn Dining Services prepares a special Thanksgiving dinner for our students, allowing them to enjoy a great meal with friends and classmates at no cost to them, in the spirit of the holiday.

Dinner is also served to those members of UConn's police and fire departments who must be on duty and away from their families on Thanksgiving Day. We owe a deep thanks to them and to the many UConn Dining Services employees who make this dinner possible.

We are an academic institution, but we are also a community. One that lives and breathes its values each day. We are deeply thankful for each, including: freedom of speech and expression, diversity and inclusion, compassion and respect.

We are thankful that we are the kind of university that works to reflect those values in all our interactions with others, no matter their race, ethnicity, religion, sexual orientation, gender identity, or socioeconomic background. Or their citizenship. When enrolling students, we consider their academic qualifications, not their immigration status. That has been and will continue to be true, reflecting both our values and the laws of the state of Connecticut.

UConn is a large university, but one small community in a vast nation that is intensely polarized.

On our campuses and across the country, the results of last Tuesday's election have left some pleased and hopeful while others are disappointed and fearful. A number of questions have been raised by members of our community regarding possible changes in public policy resulting from the election, and the effect that could have on our students, particularly those who are undocumented. I have asked the appropriate university offices to respond to inquiries that have been received and assemble information that may be relevant and helpful to our students.

Whatever your reaction to this or any election, I urge all in our community to embrace your passions and pursue the causes and work that are important to you.

At our great university, we work every day to solve problems, advance understanding, and serve communities, across all disciplines. My own academic field is political science and we

know that elections are won and lost and public policy is made based largely on the hard work of active populations – those who engage in the political process and with their elected representatives on the local, state, and federal level. That is what our representatives are there for.

As emeritus Professor Bruce Stave chronicled so well in his history of the university, there is a long tradition of activism and engagement at UConn over decades. This tradition of active citizenship remains today on our campuses. It also extends to the nation and the world around us.

Once again, I wish you all the best and a very happy Thanksgiving.

Sincerely,

Susan Herbst

For more information, contact: Multimedia Services at x3914

Other stories from the [UConn Health Lifeline for Thursday, November 17, 2016 >>](#)

Exhibit #5

Segar, Theresa

From: Henderson, Etta on behalf of Peeples, John
Sent: Friday, January 06, 2017 11:03 AM
Subject: An Important Notice From Human Resources

A message from:

John F. Peeples
Vice President Human Resources

Dear Colleagues,

The beginning of a new year is the perfect time to focus attention on the goals and priorities ahead. As employees of UConn Health, it is our duty to conduct ourselves and perform our jobs with the highest standards. To assist you in staying current with key policies and your ethical and legal obligations, Human Resources is providing this important notice.

It is your responsibility to access the policies linked below and familiarize yourself with the information. You are also urged to visit the UConn Health Policies website at health.uconn.edu/policies to periodically review for revisions, as policies do change over time. Please note, this information is intended to supplement, not replace, mandatory Compliance training assigned to employees through the UConn Health [Saba Online Learning Center](#).

HEALTHY, SAFE AND NON-DISCRIMINATORY WORKPLACE

Rules of Conduct

All UConn Health employees are expected to act in a professional, courteous, respectful and confidential manner. Violating these rules is cause for disciplinary action up to and including dismissal. Other more detailed policies remain in effect.

Drug-Free Schools & Campuses and Drug-Free Workplace

UConn Health prohibits the unlawful manufacture, distribution, dispensing, possession, or use of alcohol, drugs, or other controlled substances at its facilities, during sponsored activities, and while employees are on the job or subject to duty. Consistent with the Drug-Free Schools and Campuses Act and the Drug-Free Workplace Act, UConn Health provides employees and enrolled students with various pieces of information regarding the unlawful use of drugs or alcohol. The policy includes information on health risks, legal and disciplinary sanctions, available assistance and treatment resources.

Smoke and Tobacco-Free Environment

Tobacco products and smoking of any kind, including e-cigarettes, are prohibited inside and on the grounds of all UConn Health properties. Violation may result in a citation and fine and/or UConn Health disciplinary action.

Workplace Violence Prevention

Prevention of workplace violence is everyone's responsibility. Individuals who make threats or commit acts of violence will be subject to appropriate disciplinary action up to and including dismissal as well as criminal prosecution if indicated. Any act or incident of workplace violence occurring on UConn Health premises or during sponsored activities must be reported

immediately. The policy includes information on threat assessment, interventions, resources and statutorily mandated training.

[Healthcare Worker Workplace Violence Prevention \(Hospital Administrative Manual\)](#)

Hospital policy addresses incidents where a healthcare employee and/or volunteer is exposed to acts or threats of violence while caring for a patient.

[Policy Against Discrimination, Harassment, and Related Interpersonal Violence](#)

All members of the University community are responsible for maintaining an environment in which people are free to learn and work without fear of discrimination, discriminatory harassment or interpersonal violence. Discrimination diminishes individual dignity and impedes equal employment and educational opportunities.

[Affirmative Action, Non-Discrimination and Equal Opportunity](#)

UConn Health reaffirms its commitment to non-discrimination and equal opportunity in all conditions of employment, as well as in its educational programs and patient services.

[Confidentiality](#)

UConn Health prohibits confidential information, as defined by federal, state and University policy, from being accessed, disclosed or released to or by any person/business that does not have a job related "need to know". In addition, certain confidential information may be subject to State of Connecticut Freedom of Information (FOI) but should not be released before obtaining specific management authorizations.

[Attendance, Sick Leave Standards, and Procedures](#)

Regular attendance of employees is necessary to carry out the work of UConn Health. It is recognized that abuse and/or excessive use of sick time places a hardship on each department. Sick time use will be monitored and utilized in the annual performance evaluation process for both full and part time employees, consistent with applicable bargaining agreements.

USE OF STATE RESOURCES

[Information Technology Computer/Electronic Resource Use](#)

UConn Health equipment and resources may be used only for work related purposes and are not to be used to conduct private business, commercial or any prohibited activity. Activities involving the use of State systems are not personal or private: information may be accessed when necessary and may be subject to disclosure under the Freedom of Information Act.

[Information Security - Acceptable Use](#)

All users of electronic resources assume personal responsibility for the security of confidential electronic data and the appropriate use of resources as assigned in accordance with duties and responsibilities.

It is essential that you read, understand and abide by these policies. If you have any questions, please contact your manager or a Human Resources [Labor Relations or Organization and Staff Development](#) representative.

Sincerely,

John F. Peeples
Vice President Human Resources



Exhibit #6

University of Connecticut

UConn Health Lifeline

Thursday, September 29, 2016

POLICY INFORMATION

9/29 UConn Policy Against Discrimination

TO: UConn Health Colleagues

FROM: Andrew Agwunobi, M.D., M.B.A., Chief Executive Officer, UConn Health, Executive Vice President for Health Affairs

DATE: September 26, 2016

SUBJECT: University of Connecticut Policy Against Discrimination, Harassment and Related Interpersonal Violence

The University of Connecticut is committed to maintaining a safe and nondiscriminatory learning and working environment. Toward that end, the university has maintained longstanding policies and statements prohibiting discrimination and discriminatory and sexual harassment.

Effective January 1, 2016, the University Policy Against Discrimination, Harassment, and Related Interpersonal Violence placed into one single University-wide policy all of the University's policies and statements regarding: discrimination, discriminatory harassment, sexual and gender-based harassment, sexual assault, sexual exploitation, intimate partner violence, stalking, complicity, retaliation and inappropriate amorous relationships into one single University-wide policy.

In particular, this new policy replaced the following policies and notice formerly applicable to UConn Health:

1. Prohibition of Sexual Harassment
2. Sexual Assault Response Policy
3. Title IX Notice

This University-wide policy enhances clarity for all members of our community, centralizes reporting information for employees and complainants and more clearly identifies employee reporting obligations and the offices responsible for administering these issues.

Anyone with questions should not hesitate to contact the Office of Institutional Equity's Associate Vice President, Elizabeth Conklin:

Elizabeth Conklin, J.D.
Associate Vice President
Title IX Coordinator & ADA Coordinator
Office of Institutional Equity
UConn Health
16 Munson Road, 4th Floor
263 Farmington Avenue
Farmington, CT 06030-5310
Office: 860-679-3563

Websites: www.equity.uconn.edu & www.titleix.uconn.edu
email: elizabeth.conklin@uconn.edu

For more information, contact: Elizabeth Conklin at 860-679-3563

Other stories from the [UConn Health Lifeline for Thursday, September 29, 2016 >>](#)

Exhibit #7

University of Connecticut

UConn Health Lifeline

Monday, February 27, 2017

IMPORTANT UNIVERSITY-WIDE ANNOUNCEMENTS

Protections and Resources for Transgender Students

As many of you are aware, on Wednesday, the U.S. Departments of Education and Justice rescinded guidance documents that provided certain protections for transgender students, including the right to use restrooms that match the gender with which they identify.

We want the university community to know that this action does not change UConn's longstanding commitment to ensure a safe and nondiscriminatory learning and working environment for all members of our community, including those who are transgender.

UConn's [Policy against Discrimination, Harassment and Related Interpersonal Violence](#) protects individuals from discrimination on the basis of sex, gender identity, and sexual orientation. In addition, the University's [Transgender Guidelines](#) assist the UConn community in supporting individuals undergoing a gender transition.

UConn students and employees have the right to safely express their gender identity, to be judged based on merit and ability, and to be free from discrimination and harassment. This includes using restrooms and locker rooms that match the gender with which they identify.

Nothing in the federal action requires us to alter or diminish these UConn protections.

In 2011, Connecticut state law established comprehensive transgender protections, and we at UConn remain committed to enforcing these protections on our campus. In addition, Gov. Dannel P. Malloy [signed an executive order](#) Thursday reemphasizing the state's commitment to protecting transgender students in all public schools and universities.

For more information or assistance, please do not hesitate to contact UConn's [Rainbow Center](#), [Office for Diversity and Inclusion](#) and/or [Office of Institutional Equity](#).

Sincerely,

Joelle Murchison, Associate Vice President and Chief Diversity Officer - Office for Diversity and Inclusion

Elizabeth Conklin, Associate Vice President, Title IX Coordinator & ADA Coordinator - Office of Institutional Equity

For more information, contact: Office for Diversity and Inclusion at 860.486.2422

Other stories from the [UConn Health Lifeline for Monday, February 27, 2017](#) >>

Exhibit #8

University of Connecticut

UConn Health Lifeline

Tuesday, June 27, 2017

POLICY INFORMATION

Newly Revised Non-Discrimination Policy Statements

The University recently adopted changes to the *Non Discrimination Policy Statements for Publications including Accessibility Statements for University Events and Section 1557 Statements for Health Programs* (previously entitled *Non-Discrimination Policy Statements for Publications, Printed Material and Electronic Media*), effective June 13, 2017.

This is a University-wide policy that requires University publications that describe or invite participation in UConn programs or activities to contain one of the non-discrimination statements set forth at <http://policy.uconn.edu/2011/05/31/non-discrimination-policy-statements/>. Departments producing publications subject to the policy must incorporate the required non-discrimination statement into existing, revised and new material. Departments should review and develop a strategy to incorporate the non-discrimination statement into existing publications while operating with the understanding any new or revised publications will include the required statement.

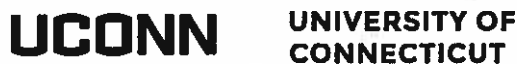
Event-specific publications must also include an accessibility statement intended to ensure an opportunity for participants with disabilities to request accommodations and fully participate in University events or activities. The following is the Event Accessibility Statement required for all University-sponsored events that may be found in this policy.

If you require an accommodation to participate in this event, please contact (INSERT SPONSORING DEPARTMENT CONTACT NAME) at (INSERT TELEPHONE AND EMAIL CONTACT INFORMATION) by (SPECIFIC DATE (suggestion: at least 5 days in advance)).

Any questions related to the University's non-discrimination, AA/EEO policies, and reasonable accommodations process may be directed to the Office of Institutional Equity at (860) 486-2943 or equity@uconn.edu.

For more information, contact: The Office of Institutional Equity at (860) 486-2943 or equity@uconn.edu.

Other stories from the [UConn Health Lifeline for Tuesday, June 27, 2017 >>](#)



Policies & Procedures

Non-Discrimination Policy Statements for Publications, including Accessibility Statements for University Events and Section 1557 Statements for Health Programs

Title:	Non-Discrimination Policy Statements for Publications, including Accessibility Statements for University Events and Section 1557 Statements for Health Programs
Policy Owner:	Office of Institutional Equity
Applies to:	All University Publications
Campus Applicability:	All Campuses, including Regional Campuses and UConn Health
Effective Date:	June 13, 2017
For More Information, Contact	Office of Institutional Equity
Contact Information:	(860) 486-2943 (Storrs and Regionals) (860) 679-3563 (UConn Health) Email: equity@uconn.edu
Official Website:	http://www.equity.uconn.edu/

Purpose

All University publications describing or inviting participation in UConn programs or activities must contain one of the non-discrimination statements set forth below. The inclusion of the non-discrimination statement is required by federal regulations and is designed to make clear to current and future participants, beneficiaries, enrollees, applicants, patients, visitors and members of the public the University's commitment to equal opportunity and access to its programs, activities, and health programs.

The term "publications" includes, but is not limited to, printed, electronic or online materials or documents. With the understanding that publications are produced in different formats and sizes, including printed and electronic, the University has developed two forms of the non-discrimination statements: long and short. The selected form of the non-discrimination statement is generally dependent on the availability of space.

Effort should be given to publish the long form to the maximum extent feasible. When options to provide the long form have been exhausted, the short form may be considered.

The non-discrimination statement is embedded within the footer of all University website pages, therefore a non-discrimination statement is not required on individual departmental website pages.

Any questions related to the University's non-discrimination, AA/EEO policies, and reasonable accommodations process may be directed to the Office of Institutional Equity at (860) 486-2943 or equity@uconn.edu.

General University Communications

Long Form

Required for books, booklets, brochures, catalogs, directories, and similar documents or publications that offer more flexibility in the use of space.

The University of Connecticut complies with all applicable federal and state laws regarding non-discrimination, equal opportunity and affirmative action, including the provision of reasonable accommodations for persons with disabilities. UConn does not discriminate on the basis of race, color, ethnicity, religious creed, age, sex, marital status, national origin, ancestry, sexual orientation, genetic information, physical or mental disability, veteran status, prior conviction of a crime, workplace hazards to reproductive systems, gender identity or expression, or political beliefs in its programs and activities. Employees, students, visitors, and applicants with disabilities may request reasonable accommodations to address limitations resulting from a disability. For questions or more information, please contact the Associate Vice President, Office of Institutional Equity, 241 Glenbrook Road, Unit 4175, Storrs, CT 06269-4175; Phone: (860) 486-2943; Email: equity@uconn.edu / Website: <http://www.equity.uconn.edu>.

Short Form

Required for publications with significant space limitations such as pamphlets, postcards, advertisements and one-page announcements (flyers and posters).

UConn complies with all applicable federal and state laws regarding non-discrimination, equal opportunity, affirmative action, and providing reasonable accommodations for persons with disabilities. Contact: Office of Institutional Equity; (860) 486-2943; equity@uconn.edu; <http://www.equity.uconn.edu>.

Event Accessibility Statement

General Information

The following statement is intended for event-specific publications for the purposes of ensuring an opportunity for participants with disabilities to request accommodations and fully participate in the event or activity.

The event accessibility statement is required for all publications that describe or invite participation in a University-sponsored event or activity, whether the publication is dispersed via print or electronic means, published on the Internet, or advertised using social media. Event materials should include **both** the non-discrimination statement and the event accessibility statement.

For further information regarding policies and procedures for disability-related accommodations at University events, refer to the Center for Students with Disabilities Accessibility Checklist for Events at <http://csd.uconn.edu/accessibility-checklist-for-events/>.

Event Accessibility Statement

Required for all University-sponsored events.

If you require an accommodation to participate in this event, please contact (INSERT SPONSORING DEPARTMENT CONTACT NAME) at (INSERT TELEPHONE AND EMAIL CONTACT INFORMATION) by (SPECIFIC DATE (*suggestion: at least 5 days in advance*)).

Health Program or Activity Communications (Patient-Facing)

General Information

This section applies only to those University units that meet the definition of “covered entity” as defined in Section 1557 of the Affordable Care Act and their communications specific to patients or anticipated patients (i.e. communications aimed at members of the public advertising patient-related programs, services or activities). These requirements are specific to the following:

- UConn Health – John Dempsey Hospital (JDH), UConn Medical Group (UMG), School of Dental Medicine Outpatient Clinics and all other UConn Health patient-related clinics and services;
- UConn Student Health Services (Storrs campus);
- UConn Speech and Hearing Clinic; and
- UConn Fire Department.

Publications and communications of health programs or activities subject to Section 1557 of the Affordable Care Act (covered entities) must include one of the non-discrimination statements set forth below. The inclusion of the non-discrimination statement is specifically required by Section 1557 of the Affordable Care Act and is designed to advance health equity and reduce health care disparities.

University units subject to Section 1557 must determine, within reason, which of their communications and publications are “significant” in the context of their health programs and activities. Examples of publications and communications considered to be “significant” include applications to participate in, or receive benefits or services from, a covered entity’s health

program or activity, as well as written correspondence related to an individual's rights, benefits, or services, including correspondence requiring a response. Effort must primarily be given to publish the long version as stated below.

Additional guidance and information regarding Section 1557 of the Affordable Care Act is available at <https://www.hhs.gov/civil-rights/for-individuals/section-1557/index.html>.

Health Program or Activity Long Form (UConn Health)

Required for significant publications and communications targeted to beneficiaries, enrollees, applicants, and members of the public which may include patient handbooks, outreach publications, or written notices pertaining to rights or benefits or requiring a response from an individual.

UConn Health complies with all applicable federal laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. UConn Health does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex.

UConn Health:

- Provides free aids and services to people with disabilities to communicate effectively with us, such as qualified sign language interpreters and/or written information in other formats (large print, audio, accessible electronic formats); and,
- Provides free language services to people whose primary language is not English, such as qualified interpreters and/or information written in other languages.

If you need these services, contact 860-679-2626 (TTY: 1-800-833-8134).

If you believe that UConn Health failed to provide the above-described services or subjected you to discrimination, please contact Elizabeth Conklin, J.D., Associate Vice President, Office of Institutional Equity, 16 Munson Road, MC 5310, Farmington, CT 06030-5310; Phone: (860) 679-3563; Email: equity@uconn.edu; Website: <http://www.equity.uconn.edu> You can file a grievance in person or by mail, phone or email. If you need help filing a grievance, the Office of Institutional Equity is available to help you. Call [860-679-3563](tel:860-679-3563).

You also can file a civil rights complaint with the U.S. Department of Health and Human Services, Office for Civil Rights, electronically through the Office for Civil Rights Complaint Portal, available at <https://ocrportal.hhs.gov/ocr/portal/lobby.jsf>, or by mail or phone at: U.S. Department of Health and Human Services, 200 Independence Avenue, SW, Room 509F, HHH Building, Washington, D.C. 20201;

1-800-868-1019, 800-537-7697 (TDD). Complaint forms are available at <http://www.hhs.gov/ocr/office/file/index.html>.

(Spanish) ATENCIÓN: si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 860-679-2626 (TTY: 1-800-833-8134).

(Polish) UWAGA: Jeżeli mówisz po polsku, możesz skorzystać z bezpłatnej pomocy językowej. Zadzwoń pod numer 860-679-2626 (TTY: 1-800-833-8134).

(Portuguese) ATENÇÃO: Se fala português, encontram-se disponíveis serviços linguísticos, grátis. Ligue para 860-679-2626 (TTY: 1-800-833-8134).

(Italian) ATTENZIONE: In caso la lingua parlata sia l'italiano, sono disponibili servizi di assistenza linguistica gratuiti. Chiamare il numero 860-679-2626 (TTY: 1-800-833-8134).

(French) ATTENTION: Si vous parlez français, des services d'aide linguistique vous sont proposés gratuitement. Appelez le 860-679-2626 (TTY: 1-800-833-8134).

(Chinese) 注意：如果您使用繁體中文，您可以免費獲得語言援助服務。請致電 860-679-2626 (TTY: 1-800-833-8134)。

(French Creole) ATANSYON: Si w pale Kreyòl Ayisyen, gen sèvis èd pou lang ki disponib gratis pou ou. Rele 860-679-2626 (TTY: 1-800-833-8134).

(German) ACHTUNG: Wenn Sie Deutsch sprechen, stehen Ihnen kostenlos sprachliche Hilfsdienstleistungen zur Verfügung. Rufnummer: 860-679-2626 (TTY: 1-800-833-8134).

(Hindi) ध्यान दें: यदि आप हिंदी बोलते हैं तो आपके लिए मुफ्त में भाषा सहायता सेवाएं उपलब्ध हैं। 860-679-2626 (TTY: 1-800-833-8134) पर कॉल करें।

(Russian) ВНИМАНИЕ: Если вы говорите на русском языке, то вам доступны бесплатные услуги перевода. Звоните 860-679-2626 (TTY: 1-800-833-8134).

(Arabic) ملحوظة: إذا كنت تتحدث انكر اللغة، فإن خدمات المساعدة اللغوية تتوافر لك بالمجان. اتصل برقم 2626-679-860 (TTY: 1-800-833-8134).

(Greek) ΠΡΟΣΟΧΗ: Αν μιλάτε ελληνικά, στη διάθεσή σας βρίσκονται υπηρεσίες γλωσσικής υποστήριξης, οι οποίες παρέχονται δωρεάν. Καλέστε 860-679-2626 (TTY: 1-800-833-8134).

(Tagalog) PAUNAWA: Kung nagsasalita ka ng Tagalog, maaari kang gumamit ng mga serbisyo ng tulong sa wika nang walang bayad. Tumawag sa 860-679-2626 (TTY: 1-800-833-8134).

(Vietnamese) CHÚ Ý: Nếu bạn nói Tiếng Việt, có các dịch vụ hỗ trợ ngôn ngữ miễn phí dành cho bạn. Gọi số 860-679-2626 (TTY: 1-800-833-8134).

(Albanian) KUJDES: Nëse flitni shqip, për ju ka në dispozicion shërbime të asistencës gjuhësore, pa pagesë. Telefononi në 860-679-2626 (TTY: 1-800-833-8134).

(Korean) 주의: 한국어를 사용하시는 경우, 언어 지원 서비스를 무료로 이용하실 수 있습니다. 860-679-2626 (TTY: 1-800-833-8134)번으로 전화해 주십시오.

Health Program or Activity Short Form (UConn Health)

Required for postcards, tri-fold brochures, and pamphlets and other significant publications that are small-size, or where the long form is not feasible, targeted to beneficiaries, enrollees, applicants, and members of the public.

UConn Health complies with applicable federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex.

(Spanish) ATENCIÓN: si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 860-679-2626 (TTY: 1-800-833-8134).

(Polish) UWAGA: Jeżeli mówisz po polsku, możesz skorzystać z bezpłatnej pomocy językowej. Zadzwoń pod numer 860-679-2626 (TTY: 1-800-833-8134).

Health Program or Activity Long Form (Storrs: UConn Student Health Services, UConn Speech and Hearing Clinic, UConn Fire Department)

Required for significant publications and communications targeted to beneficiaries, enrollees, applicants, and members of the public, which may include patient handbooks, outreach publications, or written notices pertaining to rights or benefits or requiring a response from an individual.

(UConn Student Health Services / UConn Speech and Hearing Clinic / UConn Fire Department) complies with all applicable federal laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. (UConn Student Health Services / UConn Speech and Hearing Clinic / UConn Fire Department) does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex.

(UConn Student Health Services / UConn Speech and Hearing Clinic / UConn Fire Department):

- Provides free aids and services to people with disabilities to communicate effectively with us, such as qualified sign language interpreters and/or written information in other formats (large print, audio, accessible electronic formats); and,
- Provides free language services to people whose primary language is not English, such as qualified interpreters and/or information written in other languages.

If you need these services, contact (UConn Student Health Services) 860-486-4700 / (UConn Speech and Hearing Clinic) 860-486-2629 / (UConn Fire Department) 860-486-4925.

If you believe that (UConn Student Health Services / UConn Speech and Hearing Clinic / UConn Fire Department) failed to provide the above-described services or subjected you to discrimination, please contact Elizabeth Conklin, J.D., Associate Vice President, Office of Institutional Equity, 241 Glenbrook Road, Unit 4175, Storrs, CT 06269-4175; Phone: (860) 486-2943; Phone: (860) 679-3563; Email: equity@uconn.edu; Website: <http://www.equity.uconn.edu>. You can file a grievance in person or by mail, phone or email. If you need help filing a grievance, the Office of Institutional Equity is available to help you. Call 860-486-2943.

You also can file a civil rights complaint with the U.S. Department of Health and Human Services, Office for Civil Rights, electronically through the Office for Civil Rights Complaint Portal, available at <https://ocrportal.hhs.gov/ocr/portal/lobby.jsf>, or by mail or phone at: U.S. Department of Health and Human Services, 200 Independence Avenue, SW, Room 509F, HHH Building, Washington, D.C. 20201;

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(Korean) 주의: 한국어를 사용하시는 경우, 언어 지원 서비스를 무료로 이용하실 수 있습니다. (UConn Student Health Services) 860-486-4700 / (UConn Speech and Hearing Clinic) 860-486-2629 / (UConn Fire Department) 860-486-4925 번으로 전화해 주십시오.

Health Program or Activity Short Form (Storrs: UConn Student Health Services, UConn Speech and Hearing Clinic, UConn Fire Department)

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(UConn Student Health Services / UConn Speech and Hearing Clinic / UConn Fire Department) complies with applicable federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex.

(Spanish) ATENCIÓN: si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al (UConn Student Health Services) 860-486-4700 / (UConn Speech and Hearing Clinic) 860-486-2629 / (UConn Fire Department) 860-486-4925.

(Polish) UWAGA: Jeżeli mówisz po polsku, możesz skorzystać z bezpłatnej pomocy językowej. Zadzwoń pod numer (UConn Student Health Services) 860-486-4700 / (UConn Speech and Hearing Clinic) 860-486-2629 / (UConn Fire Department) 860-486-4925

This entry was posted in [Academic and Student Life](#), [Employment](#), [Faculty](#), [Office of Institutional Equity](#), [Others](#), [Staff](#), [Students](#).

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Frequently Viewed

[By-Laws of the University of Connecticut](#)

[By-Laws, Rules and Regulations of the University Senate](#)

[Information Security Policy Manual](#)

[Policy Against Discrimination, Harassment and Related Interpersonal Violence](#)

Reportline

The University welcomes and encourages good-faith reporting of compliance concerns and/or seeking advice regarding compliance issues. Visit <http://audit.uconn.edu/reportline/> for more information.

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Exhibit #9

Office of Institutional Equity

Search this site.



AA/EEO at UConn

Equal Employment Opportunity: Employment practices under which no individuals are excluded from consideration, participation, promotion or benefits because of a protected class. EEO is achieved through Affirmative Action.

Affirmative Action: Results-oriented practices/programs that eliminate the effects of discrimination and ensure equal employment in hiring or recruitment, transfer, promotion, or training.

[Protected Classes in Employment list .pdf](#)

Affirmative Action regulations specify that the University engage in proactive, aggressive, and non-traditional recruitment strategies to identify a diverse and qualified applicant pool. Further information on recruitment and Applicant Evaluation can be found on the [Search and Recruitment page](#).

As a federal contractor, the University must maintain compliance with [Office of Federal Contract Compliance Programs](#) (OFCCP) regulations. The OFCCP has a stated mission to protect workers, promote diversity and enforce the law. OFCCP holds those who do business with the federal government—contractors and subcontractors—responsible for complying with the legal requirement to take affirmative action and not discriminate on the basis of race, color, sex, sexual orientation, gender identity, religion, national origin, disability, or status as a protected veteran. In addition, contractors and subcontractors are prohibited from discharging or otherwise discriminating against applicants or employees who inquire about, discuss or disclose their compensation or that of others, subject to certain limitations. In order to demonstrate compliance with OFCCP regulations, the University annually prepares a Federal Affirmative Action Plan for Employment and provides this plan to regulators upon request.

Additionally, as a Connecticut state agency, the University must comply with [Connecticut Commission on Human Rights and Opportunities](#) (CHRO) regulations. The mission of the Connecticut Commission on Human Rights and Opportunities is to eliminate discrimination through civil and human rights law enforcement and to establish equal opportunity and justice for all persons within the state through advocacy and education. The University prepares the [Affirmative Action Plan for Employment for Storrs and the Regional Campuses](#) and the

Affirmative Action Plan for Employment for UConn Health that are submitted annually to CHRO. The University has maintained approval status with the Commission for the past five years.

In addition to the state and federally mandated reports, OIE also produces several annual workforce reports to assist University departments on tracking and assessing workforce demographics and diversity hiring.

POLICY POSTING REQUIREMENTS

Per the Office of Federal Contract Compliance Programs (OFCCP) every employer covered by the non-discrimination and EEO laws is required to post on its premises the poster, **"Equal Employment Opportunity is the Law"** and **associated supplement**. The notice must be posted prominently, where it can be readily seen by employees and applicants for employment. The notice provides information concerning the laws and procedures for filing complaints of violations of the laws with the OFCCP. We are also required to post the University's relevant non-discrimination policies.

To assist us in compliance with this requirement we ask that departments ensure that the above materials are posted in areas highly visible to employees. Break rooms, mail rooms, or a central office are all acceptable locations. Please feel free to contact OIE for further guidance on appropriate posting locations.

Print a copy of the poster, supplement, and policies for Storrs and the Regional Campuses .pdf .

Print a copy of the poster, supplement, and policies for UConn Health .pdf .

UConn Health 2017 Letter to the Community .pdf

Storrs/Regionals 2017 Letter to the Community .pdf

UConn Health Affirmative Action Plan Executive Summary 2017 .pdf

Storrs Affirmative Action Plan Executive Summary 2016 .pdf

Storrs & Regional Campus Contact Information

Wood Hall

241 Glenbrook Road, Storrs, CT 06269-4175

Phone: 860-486-2943 **Fax:** 860-486-6711

Email: equity@uconn.edu

Hours of Operation

Monday - Friday 8:00 a.m - 5:00 p.m.

UConn Health Contact Information

16 Munson Road, Farmington, CT 06030-5130

(Physical)

263 Farmington Avenue, Farmington, CT 06030-5130

(Mailing)

Phone: 860-679-3563 **Fax:** 860-679-3805

Email: equity@uconn.edu

Hours of Operation

Monday - Friday 8:00 a.m - 5:00 p.m.

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**UCONN** UNIVERSITY OF CONNECTICUT

Office of Institutional Equity



Search this site.



Search & Recruitment

The Affirmative Action and Equal Employment Opportunity (AA/EEO) and Search Compliance Unit is responsible for monitoring employment transactions by providing consultation to departments and search committees on recruitment strategies and procedures and monitoring faculty and staff hiring decisions.

The AA/EEO and Search Compliance Unit reviews and approves searches at two stages of the search process: pre-interview and pre-offer. The pre-interview approval consists of a review of recruitment strategy and applicant evaluation, while the pre-offer approval is a review of post-interview evaluations.

For Storrs/Regional campuses search documentation is submitted for review via [Recruiting Solutions](#) . Please contact the [Department of Human Resources](#)  at (860) 486-3034 with any technical issues related to Recruiting Solutions.

For UConn Health, search documentation is stored in [iGreentree](#) . Please contact [UConn Health Human Resources](#)  at (860) 679-8170 with any technical issues related to iGreentree.

For questions about AA/EEO, recruitment, applicant evaluation, and any other search related concerns please contact:



Storrs/Regionals
(860) 486-2944
searchcompliance@uconn.edu

UConn Health
(860) 679-3563

Download a copy of:

- [Sample Search Matrix .xlsx](#)
- [Recruitment Goals \(Storrs/Regionals\) .pdf](#)
- [Recruitment Goals \(UConn Health\) .pdf](#)
- [Search Committee Guidelines .pdf](#)
- [Interviewing Best Practices .pdf](#)
- [Guidelines for Interview Questions .pdf](#)
- [Interview Approval Checklist – Faculty and Staff .pdf](#)
- [Hire Approval Checklist for Faculty .pdf](#)

Search Committee Training

Search Types

Faculty Search & Hire Toolkit [🔗](#)

Search Committee Recruitment Checklist

Disposition Codes

Faculty Recruitment & Resources .pdf [🔗](#)

Communication with Applicants - Sample Letters

FAQs

Storrs & Regional Campus Contact Information

Wood Hall

241 Glenbrook Road, Storrs, CT 06269-4175

Phone: 860-486-2943 **Fax:** 860-486-6711

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Exhibit #10



Office of Institutional Equity

UConn Health's Affirmative Action Plan For Employment

Every year, in compliance with Connecticut General Statute (CGS) §46a-68, the Office of Institutional Equity (OIE) prepares the Affirmative Action Plan for Employment (Plan) for UConn Health.

The Plan is a comprehensive, results oriented continuing course of action, which articulates UConn Health's strategy to combat discrimination, put forth a good faith effort to attain goals and achieve equal employment opportunity. The objectives of the Plan are to establish goals which promote affirmative action and eliminate any policy or employment practice that adversely affects members of protected classes.

The Plan, which includes reports regarding UConn Health's workforce as a whole and by occupational category, illustrates UConn Health's goal to achieve a work force that is properly balanced and fully representational of the relevant labor market areas. The Plan, both quantitatively and qualitatively, measures UConn Health's degree of success in accomplishing hiring, promotion and program goals and evaluates the entire hiring process to ensure the absence of discriminatory policies and practices.

The Plan is submitted annually, by October 30, for review and approval by the Connecticut Commission on Human Rights and Opportunities (CHRO). The Plan cannot be considered a "Plan" as defined by the statutes until it has been approved by the Commission. The Plan must contain all 16 elements referenced in §46a-68 of the CGS, as amended by Section 12 of Public Act 83-569 and Section 1 of Public Act 84-41, and §46a-68-31 through 46a-68-74.

In addition to the required elements, a Plan will be approved only if (standard of review):

- the work force, considered as a whole and by occupational category, is in parity with the relevant labor market area; or
- the agency has met all or substantially all of its hiring, promotion and program goals; or
- the agency has demonstrated every good faith effort to achieve such goals and despite these efforts has been unable to do so; and
- the agency has substantially addressed deficiencies noted by the commission in prior plan reviews in accordance with Section 46a-68-62 (c).

Summary Objectives of the Plan UConn Health's history of approvals has been based on CHRO's acceptance that UConn Health demonstrated every good faith effort to meet goals, rather than actual goal achievement.

If a Plan is not reviewed by CHRO within 90 days of the filing date, the Plan is deemed approved by default.

Questions regarding UConn Health's Plan should be directed to a member of OIE by calling 860-679-3060.

Required Elements of the UConn Health's Plan

Section 46a-68-78 Policy Statement: (Policy Statement 2016)

The Policy Statement describes UConn Health's commitment to Affirmative Action and Equal Opportunity. The Policy Statements included in the Affirmative Action Plan (Plan) are signed each year by the Chief Executive Office and Executive Vice President for Health Affairs. OIE reviews them for potential changes prior to her signature. The President's Policy on Affirmative Action, the Policy Against Discrimination, Harassment, and Related Interpersonal Violence, and the Policy on People with Disabilities are distributed annually to all employees. This section also contains all relevant state and federal laws that protect employees from discrimination

Section 46a-68-79 Internal Communication: (Internal Communication 2016)

Information in this section summarizes activities undertaken to communicate UConn Health's commitment to Affirmative Action to the internal community. UConn Health's policy statements are publicized annually to all members of the community. The full version of the Plan is available in The Office of Institutional Equity for review and comment.

Section 46a-68-80 External Communication and Recruitment Strategies: (External Communication 2016)

This section details the various methods by which UConn Health publicizes its commitment to affirmative action to external constituencies. These include, but are not limited to, employment recruiting sources, bidders, vendors, contractors, subcontractors, collective bargaining units which represent UConn Health employees, and others. This section includes the Department of Purchasing annual report regarding contract compliance.

Section 46a-68-81 Assignment of Responsibility and Monitoring: (Assignment of Responsibility 2016)

This section identifies the individuals and departments in UConn Health with duties and responsibilities, both wholly or in part, relating to promoting affirmative action policies and assuring compliance, including the development and implementation of the Plan.

Section 46a-68-82 Organizational Analysis: (Organizational Analysis 2016)

Authorized position titles are grouped with other classifications having similar job content, salary ranges, and opportunity into occupational categories. Within each job category, titles are ranked from the highest to lowest salary range. The following categories, which correspond to federal designations for higher education institutions, are used throughout the Plan:

- 1 – Executive/Managerial
- 2 – Faculty
- 3 – Professional/Non-Faculty
- 4 – Secretarial/Clerical
- 5 – Technical/Paraprofessional
- 6 – Qualified Craft Worker
- 7- Protective Services
- 7 – Maintenance/Service

Section 46a-68-83 Workforce Analysis: (Workforce Analysis 2016)

In this section, we summarize workforce data by race and gender, for all of UConn Health. Separate summaries enumerate full-time and part-time employees. Additional analyses report on age groupings and the number of employees with disabilities in the full-time workforce.

Section 46a-68-84 Availability Analysis: (Availability Analysis 2016)

As a preparatory step in determining whether protected classes are fully and fairly utilized in the work force, we conduct analysis to determine the availability of those groups in the labor markets relevant to each campus. Separate analyses are conducted for each occupational category and for payroll titles with a significant number of employees at each location.

Various data sources such as employment statistics, unemployment data, racial and sexual compositions of persons in feeder groups, census data, and educational statistics are used to calculate the potential availability base, which is incorporated into the Utilization Analysis.

This section details the labor markets, data sources, and value weights used for each analysis group.

Section 46a-68-85 Utilization Analysis and Hiring and Promotion Goals: (Utilization Analysis 2016)

In this section, we calculate how the representation of protected groups in UConn Health's workforce compares to the availability of similar groups in the relevant labor market. If the percentage of representation of a particular race/gender group in the workforce is less than the percentage of that group in the availability base, then a condition of underutilization exists. These statistical comparisons provide the basis by which we set numerical hiring and promotional goals. Utilization analyses are performed along the same lines as the various availability analyses, i.e., for each occupational category and for payroll titles with a significant number of employees at each campus.

Section 46a-68-86 Employment Analysis: (Employment Analysis 2016)

UConn Health undertakes a comprehensive review of the employment process to identify policies and practices that perpetuate or build in barriers to equal employment opportunity. In the Employment Process Analysis, using the same analysis groups as in the previous data sections, we report the various types of personnel actions which results in an increase or decrease in the specific analysis group during the Plan year. These include hires; promotions; reassignments; separations; and others. The Applicant Flow Analysis tracks applicants through the hiring or promotional process to identify the step at which they are no longer viable candidates. Information on all training and personnel evaluations are also included in this section.

Section 46a-68-87 Identification of Problem Areas: (Identification of Problem Areas 2016)

In this section, UConn Health reports on its examination of personnel policies and practices to identify non-quantifiable aspects of the employment process which may impede affirmative action progress. Once again, we perform these analyses along the same lines as used in prior sections. The following aspects of employment are addressed: employment applications, job qualifications, recruitment practices, personnel policies, job structuring, orientation, training, counseling, grievance procedure, evaluation, layoffs, and termination. This section also includes adverse impact test information and results, which indicate potential problems with the employment process. The adverse impact tests cover the areas of employment application, recruitment activities, performance evaluation, and termination. Problems in these areas may impede or prevent the full and fair participation of members of protected groups. Program goals are established to address and remedy potential adverse impact as indicted in this section.

Section 46a-68-88 Program Goals: (Program Goals and Timetables 2016)

In this section, UConn Health establishes non-quantitative program goals which promote affirmative action and/or eliminate any policy or employment practice that adversely affects protected class members. Program goals are mandated if the adverse impacts tests in the previous section indicate a significant impact to underrepresented groups in any of the employment process categories. For each of these goals, we also set a target date for its accomplishment.

Section 46a-68-89 Discrimination Complaint Process: (Discrimination Complaint Process 2016)

Each agency is required to establish procedures to process and resolve employee allegations of discrimination and harassment. Any employee, student, or other member of the UConn Health community injured by the discriminatory behavior of an employee may file a complaint under the University's Discrimination and Discriminatory Harassment Complaint Procedures. UConn Health policy prohibits discrimination on the basis of age, ancestry, color, criminal record, genetic information, learning disability, marital status, past or present history of mental disability, mental retardation, national origin, physical disability, prior protected activity, race, religious creed, sex, sexual orientation, workplace hazards to the reproductive system, and any other group protected by civil rights laws. Discrimination means unequal treatment or harassment based upon any of these group characteristics.

Section 46a-68-90 Goals Analysis: (Goals Analysis 2016)

This section describes the various activities undertaken to achieve the hiring, promotion, upward mobility, and program goals contained in the previous year's Plan. In addition, UConn Health is required to provide clear, concise, and specific explanations for each permanent hire and promotion that occurred during the year. These narrative explanations illustrate the University's good faith effort. The information collected in UConn Health's search process is the primary source for the detailed descriptions required in this section.

Section 46a-68-91 Career Mobility: (Upward Mobility and Staff Development 2016)

This section summarizes the year's efforts and activities in providing upward mobility programming and opportunities. While most upward mobility efforts are primarily directed toward employees in classified service, career counseling and exploring staff development opportunities are also ongoing for unclassified non-teaching professionals.

Section 46a-68-92 Good Faith Efforts: (~~Good Faith Efforts 2016~~)

This section summarizes UConn Health's good faith efforts to promote equal opportunity to achieve a workplace that is free of discrimination; develop recruitment strategies that ensure opportunities for all qualified applicants, including underutilized groups; ensure a fair and non-discriminatory selection process; and provide career development opportunities to all interested and qualified employees.

Section 46a-68-93 Innovative Programs: (Innovative Programs 2016)

In this section, the development and implementation of programs not covered elsewhere in the Plan contributing to affirmative action goals and diversity are explained. Programs described in this section are innovative, comprehensive, and designed to create opportunities not otherwise available to achieve the full and fair participation of all protected group members.

Section 45-6a-68-94 Concluding Statement: (Concluding Statement 2016)

In this section, the Appointing Authority communicates his and UConn Health's commitment to affirmative action and pledges to make every good faith effort to achieve the objectives set forth in the Plan.

Diversity

- 2015 Faculty Workforce and Hiring Diversity Data
- 2014 Faculty Workforce and Hiring Diversity Data
- 2014 Staff Workforce and Hiring Diversity Data Diversity Data
- 2013 Faculty Workforce and Hiring Diversity Data
- 2012 Complete Workforce and Hiring Diversity Data
- 2012 Faculty Workforce and Hiring, and Student Diversity Data
- Cultural Links
- Affirmative Action
 - Plan For Employment – Storrs and Regional Campuses
 - Plan For Employment – UConn Health

- [FAQs](#)
- [Recruitment & Search Process Team](#)
- [2017 Letter to the Community](#)

[Policies to Post](#)

[Additional Resources](#)

UConn UNIVERSITY OF CONNECTICUT

Office of Institutional Equity

Search this site.



University-Wide Policies (includes Storrs, Regionals & UConn Health)

[Policy Against Discrimination, Harassment and Related Interpersonal Violence - Effective January 1, 2016](#)

[Frequently Asked Questions .pdf](#)

[Policy Statement: Affirmative Action & Equal Employment Opportunity - Approved October 2012](#)

[Policy Statement: People With Disabilities - Approved October 2012](#)

[Policy on Providing Information in Alternative Formats](#)

[Non-Discrimination Policy Statements for Publications, Printed Material and Electronic Media](#)

[Non-Retaliation Policy](#)

[Age Act Policy](#)

[Protection of Minors and Reporting of Child Abuse and Neglect Policy](#)

[Animals on Campus](#)

[Frequently Asked Questions .pdf](#)

UConn Health Policies

[2002-44: Affirmative Action, Non-discrimination and Equal Opportunity .pdf](#) 

[2002-45: HIV/AIDS Non-discrimination .pdf](#) 

[2003-40: Non-Retaliation .pdf](#) 

[2002-46: Persons with Disabilities .pdf](#) 

[Animals on Campus](#) 

[UConn Health Clinical Practice Procedures Regarding Animals .pdf](#) 

[Frequently Asked Questions .pdf](#) 

Procedures & Reporting

[OIE Discrimination and Discriminatory Harassment Complaint Procedures .pdf](#) 

[OIE Discrimination & Discriminatory Harassment Complaint Form .pdf](#) 

[Bias Incident Protocol Reporting Form](#) 

[Sex Discrimination, Sexual Harassment & Related Interpersonal Violence Referral Form](#) 

[Accessibility Barrier Reporting Form](#) 

Storrs & Regional Campus Contact Information

Wood Hall

241 Glenbrook Road, Storrs, CT 06269-4175

Phone: 860-486-2943 **Fax:** 860-486-6711

Email: equity@uconn.edu

Hours of Operation

Monday - Friday 8:00 a.m - 5:00 p.m.

UConn Health Contact Information

16 Munson Road, Farmington, CT 06030-5130

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263 Farmington Avenue, Farmington, CT 06030-5130

(Mailing)

Phone: 860-679-3563 **Fax:** 860-679-3805

Email: equity@uconn.edu

Hours of Operation

Monday - Friday 8:00 a.m - 5:00 p.m.

Exhibit #11

Storrs/Regionals

(860) 486-2944

searchcompliance@uconn.edu

UConn Health

(860) 679-3563

Download a copy of:

- [Sample Search Matrix .xlsx](#)
- [Recruitment Goals \(Storrs/Regionals\) .pdf](#)
- [Recruitment Goals \(UConn Health\) .pdf](#)
- [Search Committee Guidelines .pdf](#)
- [Interviewing Best Practices .pdf](#)
- [Guidelines for Interview Questions .pdf](#)
- [Interview Approval Checklist – Faculty and Staff .pdf](#)
- [Hire Approval Checklist for Faculty .pdf](#)

[Search Committee Training](#)

[Search Types](#)

[Faculty Search & Hire Toolkit](#) 

[Search Committee Recruitment Checklist](#)

[Disposition Codes](#)

Exhibit #12

Segar, Theresa

From: Carroza, Paul
Sent: Monday, December 12, 2016 3:56 PM
To: Caprio III, Vincent; Daly-Doran, Maryanne; Duggal, Jaishree; Leone, Marisa C.; Logan, Noreen N.; Mcnamara, Elizabeth; Nolan, Sylvia; Orsini, Rose; Pitkin, Kelly; Rucker, Pamela; Seklecki, Donna; Smith, Joyce; Stockwell, Lynn B.
Cc: Segar, Theresa; Prytko, Hanna (Storrs)
Subject: 2016-17 Goal
Attachments: 2017 Goals for HR.xlsx

Hello all....

Attached, please find the 2016-17 hiring and promotional goals for UConn Health. If you have any questions, please contact Terry or me in the Office of Institutional Equity.

Thank you !

Paul

Segar, Theresa

From: Carroza, Paul
Sent: Tuesday, January 17, 2017 5:15 PM
To: Caprio III, Vincent; Daly-Doran, Maryanne; Duggal, Jaishree; Leone, Marisa C.; Logan, Noreen N.; Mcnamara, Elizabeth; Nolan, Sylvia; Orsini, Rose; Pitkin, Kelly; Rucker, Pamela; Seklecki, Donna; Smith, Joyce; Stockwell, Lynn B.
Cc: Prytko, Hanna (Storrs); Segar, Theresa
Subject: Updated Goals for HR
Attachments: 2017 Goals for HR.xlsx

Hello all...

Attached, please find the 2016-17 Goals for Human Resources, updated through December 23, 2016. Please contact Terry Segar or me if you have any questions.

Thank you !

Paul

Segar, Theresa

From: Segar, Theresa
Sent: Friday, May 05, 2017 3:01 PM
To: Caprio III, Vincent; Daly-Doran, Maryanne; Duggal, Jaishree; Leone, Marisa C.; Logan, Noreen N.; Mcnamara, Elizabeth; Nolan, Sylvia; Orsini, Rose; Pitkin, Kelly; Rucker, Pamela; Seklecki, Donna; Smith, Joyce; Stockwell, Lynn B.
Subject: 2017 updated hiring and promotional goals

Hi,

Attached for your review is the updated 2016-2017 hiring and promotional goals. The goals contain the new required race/ethnic identification of AAIAHNPI which stands for American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander. If you have any questions, please contact me at 3060.

Thanks and have a great weekend.

Terry

TERRY SEGAR
AFFIRMATIVE ACTION SPECIALIST
OFFICE OF INSTITUTIONAL EQUITY*
UCONN HEALTH
263 FARMINGTON AVENUE, FARMINGTON, CT 06030-5310
OFFICE: 860.679.3060 | Fax: 860.679.3805
WEBSITE: WWW.EQUITY.UCONN.EDU
e-mail: SEGAR@UCHC.EDU

*formerly Office of Diversity and Equity

UCONN
HEALTH

Exhibit #13

Policies & Resources

UConn Health's Policy website, health.uconn.edu/policies, is where you will find all the official UConn Health policies that govern the daily activities of our UConn Health community. It is recognized that these policies are not all-inclusive and do not constitute a legal document or contract. The Office of Audit, Compliance & Ethics is available for assistance with questions on any of the policies listed here at 860.679.4177.

Please note, violations of UConn Health policies may be cause for disciplinary action up to and including dismissal. A supervisor's failure to enforce a policy does not excuse an employee or non-employee from complying with it, nor does it prevent UConn Health from taking disciplinary action thereafter. As part of your orientation, you are required to read, understand and comply with each of the UConn and UConn Health policies listed below. Click on each policy to open and review.

	Policy	Compliance	Diversity	HR	IRB	IT	Police
Institutional	Rules of of Conduct	●	●	●	●	●	●
Healthy and Safe Workplace	Drug-Free Schools & Campuses Act and Drug-Free Workplace Act			●			●
	Attendance, Sick Leave Standards, and Procedures						
	Background and Sanctions Check			●			●
	Confidentiality	●		●			
	Smoke and Tobacco-Free Workplace						
	Workplace Violence Prevention		●	●			●
Non-Discrimination	Affirmative Action, Non-Discrimination and Equal Opportunity		●	●			
	HIV/AIDS Non-Discrimination		●	●			
	Persons with Disabilities		●	●			
	Discrimination, Harassment, and Related Interpersonal Violence		●	●			●
Use of State Resources	Disposition of Public Records	●					
	Electronic Monitoring					●	
	Information Security - Acceptable Use	●				●	
Conflicts of Interest and Research Misconduct	Employment and Contracting for Service of Relatives			●			
	Institutional Conflicts of Interest in Research	●					
	Individual Financial Conflicts of Interest in Research	●					
	Review of Alleged Misconduct of Research	●			●		

Key Contacts

Bursar	860.679.3191
Compliance	860.679.3501
Child Care Center	860.679.2124
Emergency Closings	860.679.2001
Employee Assistance Program	860.679.2877
Harassment/Discrimination	860.679.3563
Information Technology Help Desk	860.679.4400
Logistics Management	860.679.1958
Police	860.679.2511

Human Resources 860.679.2426

Call Human Resources for these services and more:

- Administration
- Benefits
- Employment Services
- Health Insurance
- International Services
- Labor Relations
- Leaves
- Organization and Staff Development
- Payroll
- Records
- Recruitment
- Retirement
- Tax Shelters
- Tuition Reimbursement
- Workers' Compensation

For a detailed listing of Human Resources contacts, visit health.uconn.edu/human-resources.



One More Step

Thank you for completing your UConn Health Self Learning Orientation. To attest this training, please print and sign a copy of the [self learning acknowledgement](#) and submit it to the appropriate, authorized UConn Health representative. Also, contact your UConn Health representative regarding additional compliance training that you may need to complete.

Welcome to UConn Health!

Exhibit #14

UConn

Human Resources

Organizational and Staff Development

Compliance Training

Customized Services

New Employee Orientation Program

Online Learning Center – Saba

Professional Development

Overview

Curriculum

How Do I Pay for Courses with Fees?

Management Development Program

State of Connecticut In-Service Training Program

Unpaid Experiences

Work Life

Compliance Training



The UConn Health Compliance Training is the expression of a commitment by the University of Connecticut to carry out its research, educational and health care activities in compliance with all relevant laws and regulations and with the highest integrity.

Compliance Training is assigned upon hire or promotion. Assignments are determined by job title and duties. All assignments are made and tracked on the Online Learning Center website.

- Diversity Awareness
- Managing a Harassment Free and Respectful Workplace
- CMHC Sexual Harassment
- HIPAA Privacy and Security
- OSHA Bloodborne Pathogens
- Guide to State Code of Ethics
- Code of Conduct
- Clinical Enterprise

Diversity Awareness

All employees are required to attend a diversity training course. UConn Health recognizes that in order to provide superior and remarkable health care through education and research we must build and value a workforce and student body from all walks of life, backgrounds and perspectives. The Office of Institutional Equity strives to foster an inviting and collaborative environment that encourages individual ideas and supports organizational goals.

Schedule

The diversity program begins at 8:30 a.m. in the HR Training Room at Munson Road unless noted. [Read More >](#)

November 15, 2016	June 12, 2017
November 29, 2016	June 26, 2017
December 12, 2016	July 10, 2017
December 27, 2016	July 24, 2017
January 9, 2017	August 7, 2017
January 23, 2017	August 21, 2017
February 6, 2017	September 5, 2017
February 20, 2017	September 18, 2017 - Keller Auditorium
March 6, 2017 - Keller Auditorium	October 2, 2017
March 20, 2017	October 16, 2017
April 3, 2017	October 30, 2017
April 18, 2017	November 14, 2017
May 1, 2017	November 28, 2017
May 15, 2017	December 11, 2017
May 30, 2017	December 26, 2017

Managing a Harassment Free and Respectful Workplace

All managerial staff including academic staff members who supervise employees and/or students, are required to attend the Managing a Harassment-Free and Respectful Workplace live training session within one year of employment as part of the Management Development Program. This program is designed in support of creating and maintaining an organizational culture that respects and learns from each other, values and encourages teamwork, and eliminates old concepts and prejudices, and supports our diversity strategy to create an inclusive environment.

Correctional Managed Health Care Sexual Harassment



All Correctional Managed Health Care employees are required to attend a live Stipulated Agreement 2.2 Training on Sexual Harassment. This training is conducted by the Office Institutional Equity and the Department of Correction (DOC) and Correctional Managed Health Care (CMHC).

HIPAA Privacy and Security

Any employee who has access to medical records and therefore privileged medical information is required to complete HIPAA privacy training. This course must be completed within the first 30 days of employment via the Online Learning Center.

All employees are required to complete HIPAA Security training. This must be completed within the first 30 days of employment via the Online Learning Center. Both courses are mandatory for the identified employees.

OSHA Bloodborne Disease and Laboratory Safety Training

Every employee potentially exposed to human blood and other potentially infectious material (as described by the UConn Health's Exposure Control Plan) must complete [OSHA Bloodborne Disease Training](#)  prior to accomplishing any task presenting such a potential exposure risk. These exposure determinations are made by the supervisor. For new employees, the initial UConn Health Bloodborne Pathogen Training is completed as part of UConn Health's New Employee Orientation. Required, annual follow-up training is available through SABA computer-based education. In addition all persons (faculty, staff and students) working in a laboratory must attend a self-scheduled 2-hour [laboratory safety training session](#) .

Guide to State Code of Ethics

All employees are required to complete State Guide to the State Code of Ethics training within the first 30 days of employment via the Online Learning Center. The training provides information on the provisions, possible sanctions for violations, and the parameters of ethical workplace conduct.

Code of Conduct

All employees are required to complete Code of Conduct training within the first 30 days of employment via the Online Learning Center. The training provides information on the purpose and importance of individual behaviors – components that contribute to a culture of excellence and core values. In addition, the training provides information on the provisions, possible sanctions for violations, and the parameters for appropriate workplace conduct.

Clinical Enterprise

The Clinical Enterprise continually conducts clinical and managerial training for clinical and support staff. In addition, each new employee receives extensive orientation to their department and the institution. Continual exposure to advancing medical technologies is critical in a health care environment. Annual attendance at CPR, Infection Control, Code Blue and Hospital Safety In-Service Training is mandatory for all health care workers.

Exhibit #15

10/21/2017
4:05 PM

2017 AFFIRMATIVE ACTION REPORT
Diversity Awareness Training Attendance by EEO
UConn Health

EEO	TOTAL	TOTAL		TOTAL FEMALE	WM	WF	BM	BF	HM	HF	OM	OF
		MALE	FEMALE									
1 - Executive/Administrative	9	3	6	2	4	1	1	0	0	1	0	0
2 - Faculty	48	25	23	18	11	1	1	1	1	3	5	8
3 - Professional/Non-Faculty	168	22	146	16	113	0	19	3	3	7	3	7
4 - Secretarial/Clerical	59	8	51	3	28	3	11	1	1	11	1	1
5 - Technical/Paraprofessional	66	11	55	5	31	3	11	1	1	10	2	3
6 - Skilled Craft	2	2	0	2	0	0	0	0	0	0	0	0
7 - Protective Services	7	6	1	5	0	1	0	0	0	1	0	0
7 - Service/Maintenance	24	11	13	7	9	2	1	2	2	3	0	0
TOTAL	383	88	295	58	196	11	44	8	36	11	19	

Trailing Attendance for July 1, 2016 through June 30, 2017

Job Category	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	AM	AF	NM	NF
1A	27	15	12	12	10	2	2				1		
1B	65	29	36	28	35	1	1						
1C	94	22	72	22	63		7		2				
2A	21	15	6	14	6	1							
2B	140	108	32	93	27	2	1	2	1	11	3		
2C	128	76	52	46	34	4	2	3	3	22	13	1	
2D	299	149	150	97	83	4	9	11	8	37	49		1
2E	28	7	21	3	11			2	5	2	4		1
3A	702	81	621	57	484	13	81	6	29	5	27		
3B	107	27	80	22	64	2	11	1	3	2	2		
3C	58	6	52	6	45				3		4		
3D	36	14	22	12	19	2			2		1		
3E	183	65	118	51	106	2	2	3	6	9	3		1
3F	187	37	150	25	110	2	6	1	11	9	23		
3G	67	12	55	8	45		2		1	4	7		
3H	54	16	38	11	30	2	2	2	2	1	4		
3I	140	18	122	14	93		10	2	12	2	7		
3J	119	5	114	5	104		5		4		1		
3K	100	19	81	18	61	1	14		4		2		
3L	195	110	85	96	68	7	5	3	3	4	9		
3M	103	4	99	3	87		6		3	1	3		
4A	88	4	84	2	58	1	10	1	14		2		
4B	114	5	109	2	84	1	14		11	2			
4C	81	7	74	4	44		13	2	14	1	3		
4D	235	27	208	14	145	5	31	5	28	2	4	1	
4E	18	3	15	2	11		2	1	2				
4F	71	2	69	1	62			1	4		3		
4G	145	2	143		89	1	23	1	27		4		
5A	121	20	101	8	57	7	24	4	19	1	1		
5B	187	64	123	45	95	6	12	10	10	3	6		
5C	126	24	102	15	65	3	13	2	15	3	9		1

Training Attendance for July 1, 2016 through June 30, 2017

Job Category	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	AM	AF	NM	NF
SD	198	12	186	5	113	2	30	4	40	1	3		
SE	77	27	50	20	43	3	3	3	1	1	3		
SF	53	1	52	1	37		6		9				
SG	144	20	124	12	57	6	59	2	8				
6A	33	32	1	28	1	1		3					
7A	43	39	4	29	2	6		4	2				
7B	63	22	41	9	30	5	2	8	8		1		
7C	113	79	34	55	22	11	3	11	7	2	2		
Grand Total	4763	1225	3538	895	2600	103	411	98	321	126	203	3	3

Exhibit #16

**Policy Against Discrimination,
Harassment, and Related
Interpersonal Violence**

**Affirmative Action & Equal
Employment Opportunity
Policy**

Applicable University Policies

**Policy Statement: People With
Disabilities**

Non-Retaliation Policy

Policy Against Discrimination, Harassment, and Related Interpersonal Violence

- ❖ A single, comprehensive discrimination, and harassment policy approved by the Board of Trustees effective January 1, 2016
- ❖ Articulates University values and community conduct expectations
- ❖ Clarifies manager reporting obligations
- ❖ Prohibits certain *amorous relationships* where power disparities are present

Amorous Relationships Instructional Context

Faculty/Staff Relationships with Undergraduate Students

- All faculty and staff are prohibited from entering into an amorous relationship with any undergraduate student.

Faculty/Staff Relationships with Graduate Students

- All faculty and staff are prohibited from entering into an amorous relationship with a graduate student actually under that individual's authority.
 - "Authority" includes teaching, formal mentoring or advising, supervision of research, employment, grading, or disciplinary action.

Graduate Student Relationships with other Students

- Any amorous relationship between a graduate student and a student over whom they have authority is prohibited.

Amorous Relationships

Amorous includes intimate, sexual, and/or any other type of amorous encounter or relationship, whether casual or serious, short-term or long-term.

Amorous Relationships

Employment Context

All faculty and staff are prohibited from pursuing or engaging in amorous relationships with employees whom they are currently supervising.

Existing Relationships

If a relationship existed prior to joining the University, that relationship must be disclosed to OIE and/or OFSLR by the employee in a position of authority prior to accepting a supervisory role.

Supervisory Employee Reporting Obligations

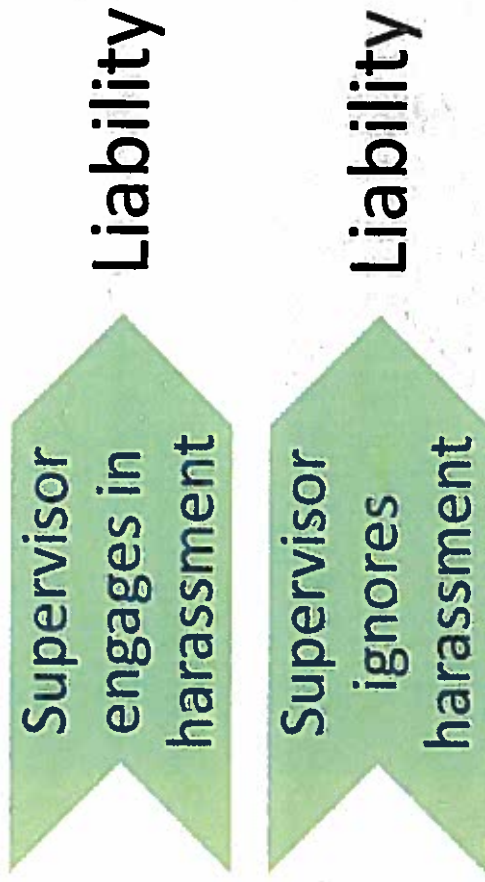
EMPLOYEES WHO SUPERVISE OTHER EMPLOYEES have a “heightened” duty to receive and report allegations of discrimination including sexual harassment.

- ❖ Deans, Directors, Department Heads and Supervisors are obligated to report any discrimination, harassment or inappropriate amorous relationship to OIE as soon as it becomes known to them.
- ❖ Failure to report any known incidents is a policy violation as serious as the original discriminatory act.
- ❖ Complaints about student misconduct are addressed through OIE. ‘Student’ includes student-employees.

Supervisory Employee Reporting Obligations

Why Do We Have to Report?

If an employer knew or should have known about the harassment, the employer's failure to appropriately respond to that harassment may result in liability for the employer.



Protecting Students Under Title IX

“No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance . . .”

20 U.S.C. §§ 1681

Pursuant to Title IX, the University is obligated to respond to reports of sexual harassment, sexual assault, stalking, and intimate partner violence.

All employees, with a few limited exceptions, are required to report all information they receive regarding these matters.

Protecting Students Under Title IX

Sexual Assault consists of sexual contact and/or sexual intercourse without consent.

Stalking occurs when a person engages in a course of conduct directed at a specific person under circumstances that would cause a reasonable person to fear for their safety of the safety of others, or to experience substantial emotional distress.

Intimate partner violence includes any act of violence or threatened act of violence between individuals who are or have been involved in a sexual, dating, spousal, domestic, or other intimate relationship.

Student Disclosures

When a Student Discloses:

Sexual
Assault

Stalking

Intimate
Partner
Violence

You Must:


Report to
OIE

Report
to OIE

Report
to OIE

Policy Against Discrimination, Harassment, and Related Interpersonal Violence

Your Report Should Include:



Date, time and location of the assault, stalking and IPV
Details known to you regarding the assault, stalking and IPV
Date the incident was reported to you
Identity of the victim and perpetrator (if disclosed)
Your identity and contact information

Employees should **not** take it upon themselves to investigate any report of a sexual assault, stalking or IPV.

Guidance for Conversations with Students

WHEN TALKING TO THE VICTIM-SURVIVOR:

- Be direct about your obligation to report the incident to University officials pursuant to University Policy – “After we talk, I’m going to call OIE, an office that can help.”
- Remind them that your conversation will be private but not confidential
- Offer assistance, including assisting them with obtaining necessary medical attention
- Direct them to the resources listed in www.titleix.uconn.edu
- Encourage them to self-report to the UConn Police or local law enforcement, but let them make that choice

www.titleix.uconn.edu

The screenshot shows the UConn website interface. At the top left, it says "UConn UNIVERSITY OF CONNECTICUT". Below this is a search bar and a navigation menu with links: "GET HELP", "FILE A REPORT", "OFFER SUPPORT", "TITLE IX ACTION", "MORE INFORMATION", "PREVENTION PROGRAMS", "CONTACT", and "MAKE A CALL NOW". A central banner features a photograph of a person writing on a whiteboard with the text "SUPPORT YOUR STUDENTS. YOU CAN." Below the banner, there are three columns of text:

- ASA FRIEND**
- ASA GUARDIAN**
- ASA PARTNER**

Below these columns is a large button labeled "ASA FRIENDS FAMILY OR STAFF" and a section titled "FOR THE RESPONDENT".

As a UConn Faculty or Staff Member

In no event should the victim be told that your conversation will be confidential.

As a UConn employee, you have an obligation under the Policy Against Discrimination, Harassment, and Related Interpersonal Violence to advise the Office of Institutional Equity if you witness or receive a report of a sexual assault. Please familiarize yourself with the Policy regarding the duty and to determine if you fall within the narrow exceptions to this policy (such as medical doctors, nurses and licensed health care clinicians). The FAO will provide further explanation of this policy.

The What to do When a Student Reports Sexual Violence, Relationship Violence and/or Stalking document outlines the process and provides resources for assisting students and fulfilling the University's reporting requirements for employees.

Clinical Context and Confidentiality

- According to policy, Confidential Employees are any employee who is entitled under state law to have privileged communications
- Confidential Employees are exempt from the reporting obligation if acting in their professional capacities as:
 - Professional, licensed counselors at UCH who provide direct mental-health services to members of the UCH community
 - Health care professionals offering medical assistance to survivors and victims
- Confidential Employees cannot report the information to the Title IX Coordinator without the victim/survivor's permission.
- If acting outside the scope of their professional clinical roles, the reporting obligation still exists.
 - For example: A doctor told about an incident by a medical student as part of student-teacher relationship

Exhibit #17

Segar, Theresa

From: Broadcast Message
Sent: Wednesday, July 06, 2016 8:44 AM
Subject: Broadcast Messages - Wednesday, July 6

Today's Happenings
News and Information

Today's Happenings

■ **TB Skin Testing**
12:30 to 2:30 p.m.

■ **Voalte and Wireless Outage Notification**

Please be advised that this afternoon, there will be mandatory maintenance for our Voalte system that will impact both the University Tower and the Outpatient Pavilion for approximately 1 hour between 4 – 5 p.m. All Voalte communications will be unavailable, both UConn provided devices and BYOD devices will be affected. Please advise staff to use their connected care downtime procedures for the Voalte outage.

On Thursday, July 7, additional maintenance will impact the Voalte system and all Wi-Fi for the Outpatient Pavilion only. ONLY UConn provided Voalte devices will be down and all Wi-Fi services will be down for approximately 1 hour between 5 – 6 p.m.

- Today - Voalte will be down in University Tower and Outpatient Pavilion from 4 – 5 p.m.
- July 7th – Voalte and Wi-Fi will be down in the Outpatient Pavilion from 5 – 6 p.m.

Please report any disruption in service outside the posted windows to the Help Desk at x4400. Thank you for your patience during these critical upgrades.

Roberta Romeo / x8054

News and Information

■ **Banner Outage**
Starting at 3 p.m. on Friday, July 8

This coming weekend is the annual year-end roll of the Banner system. During this time, we will be rolling PO's and budgets from 2016 into 2017. This work requires the system to be unavailable to end users throughout the process.

This weekend the outage window begins on Friday, July 8, at 3 p.m. and ends at 8 p.m. on Sunday, July 10.

The reason for this outage:

During this time, the Banner production system will be rolled into the New Year, transferring GL balances, budgets, and encumbrances. This requires that no additional transactions are entered into the system and therefore that the system be closed to end users.

What this means to you:

The entire Banner production environment will be completely unavailable to you throughout the duration of the outage. This includes the Luminis portal, INB, SSB, the APEX/Bridge file interface system, and the ODS reporting environment.

The Banner test environments are not impacted by this outage and will remain fully available.

The SciQuest HuskyBuy purchasing system will be up and running during this weekend. However, because Banner will be unavailable purchase orders and purchase requisitions cannot be processed by the purchasing team until the outage window ends.

What you need to do:
No action is required on your part.

Notification of system availability:
Banner is expected to be fully available on Sunday evening at 8 p.m. No other messages will be sent unless problems prevent that schedule from being met.

If you have any questions or concerns, please contact Dave Sowalsky (dsowalsky@uchc.edu, x6236).

Jonathan Carroll / jcarroll@uchc.edu

■ 2016 Fall State In-Service Training

If you have been thinking about learning a new skill or strengthening those you already have, now's the time. Outstanding opportunities are awaiting you with the arrival of the 2016 Fall State In-Service Course Catalog. Requesting a seat is easy. Start by visiting the [Human Resources website](#). Don't delay – the seat request deadline is August 12, 2016.

Human Resources / x8367

■ Class Lists

Please note that the class lists for all medical and dental students will be updated in the student data system the morning of Wednesday, July 6. This update will reflect the students new status for the upcoming year (i.e., D1 to D2; M1 to M2, etc.). This includes email class lists as well as daily or weekly lists for those subscribed, so effective after 7 a.m. on July 6 your email communications with your students will need to be adjusted accordingly.

Barbara Ricketts, Registrar (x2990); Swapna Das, Assistant Registrar (x3125); Alison Valone Suhocki (x7890)

University of Connecticut

UConn Health Lifeline

Tuesday, January 3, 2017

TRAINING AND PROFESSIONAL DEVELOPMENT

2017 Spring State In-Service Training

Set your 2017 goals with professional development at the top of your New Year's resolution list! Sharpen your workplace skills, gain new techniques and expand your knowledge with the arrival of the 2017 Spring State In-Service Course Catalog. The program offers cost-effective classes to UConn Health employees. Requesting a seat is easy. Start by visiting the [Human Resources website](#). Don't delay – the seat request deadline is February 3, 2017.

For more information, contact: HR/Organization and Staff Development at 860-679-8367

Other stories from the [UConn Health Lifeline for Tuesday, January 3, 2017](#) >>

University of Connecticut

UConn Health Lifeline

Thursday, September 15, 2016

TRAINING AND PROFESSIONAL DEVELOPMENT

UConn Health Management Development Program

The Fall 2016 UConn Health Management Development Program (MDP) is now open for enrollment. This program provides managers and supervisors with fundamental skills specific to leadership at UConn Health and is the vehicle for meeting certain regulatory requirements. Visit the [Management Development Program](#) website for eligibility and program information.

For more information, contact: Organization and Staff Development at 860-679-8367

Other stories from the [UConn Health Lifeline for Thursday, September 15, 2016 >>](#)

University of Connecticut

UConn Health Lifeline

Friday, September 16, 2016

TRAINING AND PROFESSIONAL DEVELOPMENT

9/28 Run Meetings Like a Boss

Time: 10am -12pm

Location: Munson Road Training Room

Running meetings can be an essential part of your work day – even when you are not, in fact, the boss. When you organize a meeting, you're taking responsibility for everyone's time and for moving a goal or project forward in some way. In this course, we will share how some of the most successful executives run their meetings and explore actionable tips on how to plan, prepare and run effective meetings like a boss.

Click [here](#) to register.

For more information, contact: Organization and Staff Development at 860-679-8367

Other stories from the [UConn Health Lifeline for Friday, September 16, 2016 >>](#)

University of Connecticut

UConn Health Lifeline

Wednesday, September 28, 2016

TRAINING AND PROFESSIONAL DEVELOPMENT

10/5 Harnessing Your Stress for Good

Time: 10am –12pm

Location: Munson Road Training Room

Instructor: Marisol Cruz, St. Juste, MA

Today, stress is an inevitable part of life; there's no way we can completely avoid it. Nor would we want to; it motivates us to plan ahead and to accomplish things. However, too much stress can cause all kinds of issues in your professional and personal life, especially if it continues over a long period of time. This workshop is designed to give insight on the differences between positive/negative stressors, recognize one's body physiological response to stress, help identify and understand some of your life's stressors, and learn techniques for effective stress coping and stress reduction strategies.

Click [here](#) to register.

Visit the Human Resources website for additional course [offerings](#).

For more information, contact: Organization and Staff Development at 860-679-8367

Other stories from the [UConn Health Lifeline for Wednesday, September 28, 2016 >>](#)

University of Connecticut

UConn Health Lifeline

Tuesday, October 11, 2016

TRAINING AND PROFESSIONAL DEVELOPMENT

10/19 Communicating to Build Relationships

Time: 10am -12pm

Location: Munson Road Training Room

Instructor: Rosie Wright

Ever wonder why the person in your office, clinic, classroom or lab acts or thinks the way they do? No matter where you live or work communicating with different personalities is essential to building relationships. In this course, we will look at different personality types and how verbal and nonverbal communications effect how we interact with individuals and examine ways to overcome communications barriers

Click [here](#) to register.

Visit the Human Resources website for additional course [offerings](#).

For more information, contact: Organization and Staff Development at 860-679-8367

Other stories from the [UConn Health Lifeline for Tuesday, October 11, 2016 >>](#)

University of Connecticut

UConn Health Lifeline

Monday, October 31, 2016

TRAINING AND PROFESSIONAL DEVELOPMENT

11/2 UConn Health Career Counseling: Assess & Navigate

Time: 9am -11am

Location: Munson Road Training Room

Instructor: Marisol Cruz St. Juste

Through a group experience, this workshop will help you learn more about yourself and the process of decision-making by exploring your interests as they relate to career decisions. It will cover planning for education and training, navigating the UConn hiring system and planning short, medium, and long-range career plans. It includes assessment of experiences, resume, interests, skills and personality and how these can influence career choice. Limited to 10 participants.

Click [here](#) to register.

Visit the [Human Resources website](#) for additional course [offerings](#).

For more information, contact: Organization and Staff Development at 860-679-8367

For more information, contact: Human Resources at 8367

Other stories from the [UConn Health Lifeline for Monday, October 31, 2016 >>](#)

University of Connecticut

UConn Health Lifeline

Wednesday, November 30, 2016

TRAINING AND PROFESSIONAL DEVELOPMENT

12/7 Job Seeking Image and Etiquette

Time: 10am -12pm

Location: Munson Road Training Room

Good career coaches will tell you it's never too late to reinvent yourself. This course takes a look at the details needed to put forth your best professional image - beyond the resume and cover letter. This session will cover job seeking etiquette and best practices for creating a lasting impression. Discussion will focus on overall presentation, including professional appearance, effective self-marketing, creative networking, managing your online profile and other proven strategies for exhibiting a positive professional image.

Click [here](#) to register.

For more information, contact: Organization and Staff Development at 860-679-8367

Other stories from the [UConn Health Lifeline for Wednesday, November 30, 2016 >>](#)

University of Connecticut

UConn Health Lifeline

Monday, December 12, 2016

TRAINING AND PROFESSIONAL DEVELOPMENT

12/14 The Art of Effective Business Note Taking

Time: 10am –12pm

Location: Munson Road Training Room

Like it or not, our work lives involve meetings. Whether you participate in status meetings, planning conference calls, brainstorming sessions or team meetings, taking effective notes is a necessary skill to move your work forward. It is also a core skill that professionals at all levels can improve upon. This course will show you how and when to choose to take linear vs. visual notes, how to effectively listen, how to document action plans, and how to effectively write meeting minutes. Give yourself this opportunity to take this ancient art form up a notch.

Click [here](#) to register.

For more information, contact: Organization and Staff Development at 860-679-8367

Other stories from the [UConn Health Lifeline for Monday, December 12, 2016 >>](#)

University of Connecticut

UConn Health Lifeline

Monday, March 20, 2017

TRAINING AND PROFESSIONAL DEVELOPMENT

Spring Professional Development

Drive Your Career

Human Resources is ready to help you drive your own professional development down the right path in the areas of career, fitness, health, life and performance. All UConn Health, Storrs, and regional campus employees can enjoy a variety of online and classroom courses that meet your professional and personal development needs. Visit often as offerings are continually added throughout the year. Requesting is Easy: 1) Obtain manager/supervisor approval prior to enrollment. 2) Click on Register Here to begin the process. [Current offerings](#) include:

A Presentation that Can Save Your Life: Active Assailant Survivor Training

Would you know what to do if someone started shooting in your office, your clinic, your classroom, or your lab? In our world, serious acts of violence at hospitals and universities have become commonplace. Often there is no pattern or method to the selection of victims by an active assailant. These situations are unpredictable and evolve quickly. To that end, Police Chief Joe Curreri is offering an insightful presentation to help you learn how to protect yourself on our campus and in your daily life. All faculty, staff, students and volunteers are highly encouraged to take this online course. Instructor: Police Chief Joe Curreri, Online [Register Here >](#)

Harnessing Your Stress for Good

Today, stress is an inevitable part of life; there's no way we can completely avoid it. Nor would we want to; it motivates us to plan ahead and to accomplish things. However, too much stress can cause all kinds of issues in your professional and personal life, especially if it continues over a long period of time. This workshop is designed to give insight on the differences between positive/negative stressors, recognize one's body physiological response to stress, help identify and understand some of your life's stressors, and learn techniques for effective stress coping and stress reduction strategies. Instructor: Marisol Cruz, St. Juste, MA Tuesday, April 4, 2017; 9 – 11 a.m., Munson Training Room [Register Here >](#)

Job Seeking Image and Etiquette

Good career coaches will tell you it's never too late to reinvent yourself. This course reviews how to put forth your best professional image – beyond the resume and cover letter. This session will cover job seeking etiquette and best practices for creating a lasting impression. Discussion will focus on overall presentation, including professional appearance, effective self-marketing, creative networking, managing your online profile and other proven strategies for exhibiting a positive professional image. Instructor: Roselyn Wright Thursday, April 13, 2017; 9 – 11 a.m., Munson Training Room [Register Here >](#)

Communicating to Build Relationships

Ever wonder why the person in your office, clinic, classroom or lab acts or thinks the way they do? No matter where you live or work communicating with different personalities is essential to building relationships. In this course, we will look at different personality types and how verbal and nonverbal communications affect how we interact with individuals and examine ways to overcome communications barriers. Instructor: Roselyn Wright Friday, May 5, 2017; 9 – 11 .m., Munson Training Room [Register Here >](#)

Maximize Your Productivity with Outlook and Email Etiquette

With more to do and less time in which to do it, we constantly seek time-saving tools. Why not start where you spend lots of time – with Microsoft Outlook. In this informative course discover how to use Outlook optimally. Learn how to implement UConn Health's email guidelines that will increase your productivity. Learn how to customize and organize your workspace, change defaults to your preference, use keyboard shortcuts, employ filters, and make sure Outlook itself runs at maximum speed. Enhance your Outlook skills and your time will be well spent.

Instructor: Alexandra "Alexis" Crean Wednesday, May 10, 2017; 10 a.m. – 12:00 p.m. Library CEC#1 [Register Here >](#)

Bounce Back! Enhance Your Resilience

Resilience is a universal capacity to succeed in the face of challenges. How we respond and bounce back from stressful situations greatly affects the results in our professional and personal life. If you aren't as resilient as you'd like to be, you can develop skills to become more resilient. This session will provide you a framework and strategies to access and improve your inner strength. Learn to identify and manage your stressors and move forward with your personal resilience. Instructor: Marisol Cruz St. Juste, M.A. Tuesday, May 16, 2017; 9 – 11 a.m., Munson Training Room [Register Here >](#)

Capitalizing on Your Personal Work Style

How you work and communicate is influenced to a large degree by your personal style. All of us have developed certain patterns of behavior including the way we think, feel and act. These behavioral patterns tend to fall into certain work style categories. This session will help you build and awareness of yourself and others, capitalize on your personal strengths and assist you in recognizing causes for miscommunication among people. You will also

explore your professional image and how to expand your personal and professional opportunities. Instructor: Marisol Cruz St. Juste, M.A. Tuesday, June 20, 2017; 9 am - 11 am; Munson Training Room [Register Here >](#)

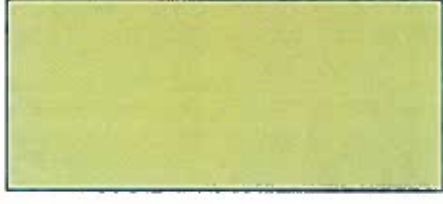
For more information, contact: Human Resources at acreat@uchc.edu

Other stories from the [UConn Health Lifeline for Monday, March 20, 2017 >>](#)

Exhibit #18

SEARCH COMMITTEE TRAINING

THE OFFICE OF INSTITUTIONAL EQUITY



TRAINING OUTLINE

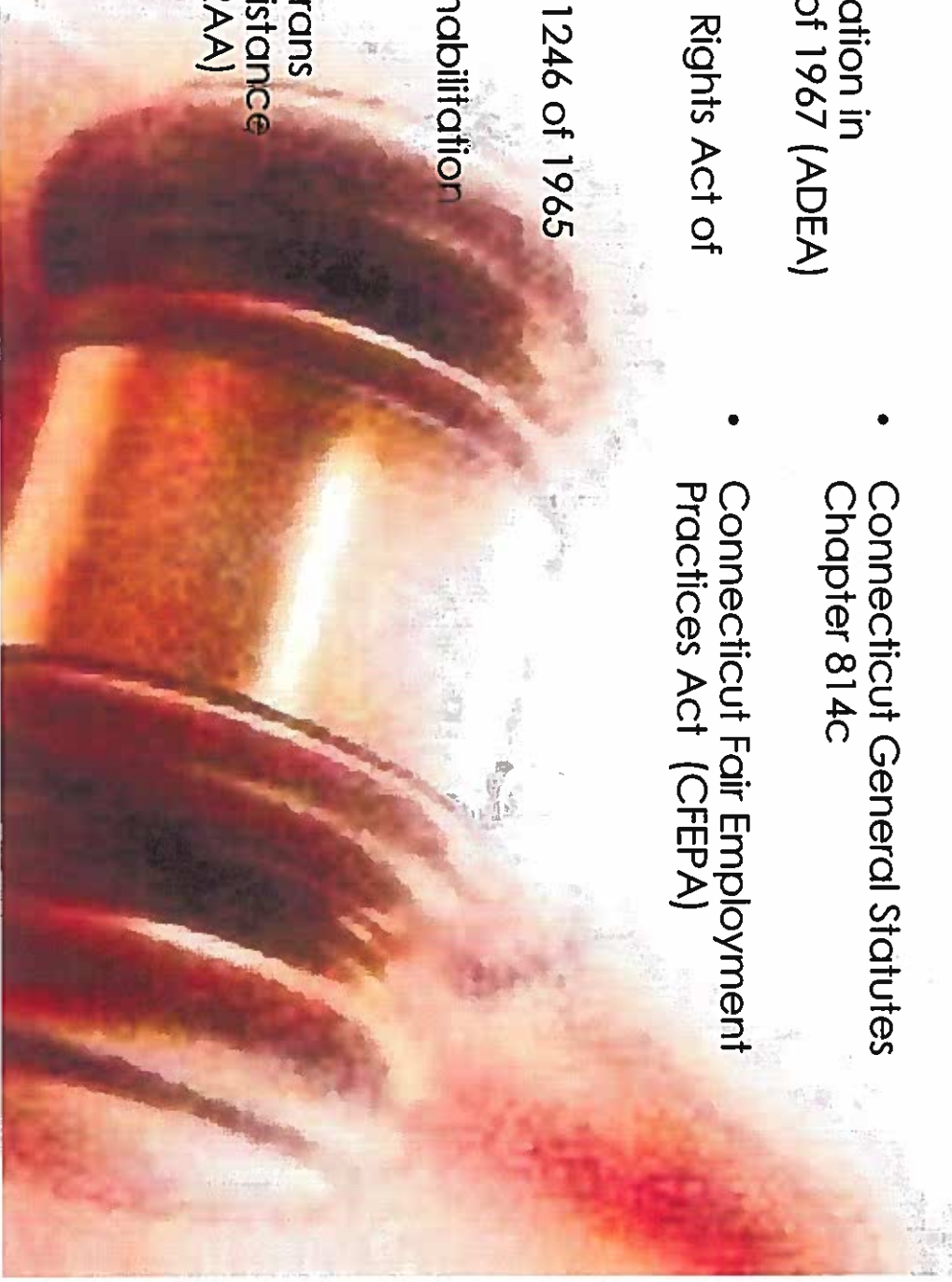
- Compliance AA/EEO Laws and Regulations
 - UConn Health Policies
- Recruitment
- Diversity: *Why it Matters*
- Recognizing and Minimizing Inherent Bias
- Conducting Interviews

SEARCH COMPLIANCE

- Commission on Human Rights and Opportunities (CHRO)
 - Affirmative Action Plan submitted annually
- Office of Federal Contract Compliance Programs (OFCCP)
 - Affirmative Action Plan prepared annually and submitted upon request
- Equal Employment Opportunity Commission (EEOC)
 - Enforces federal laws that make it illegal to discriminate against a job applicant or employee due to protected class

APPLICABLE FEDERAL AND STATE LAWS

- Americans with Disabilities Act of 1990 (ADA)
- The Age Discrimination in Employment Act of 1967 (ADEA)
- Title VII of the Civil Rights Act of 1964
- Executive Order 11246 of 1965
- Section 503 of Rehabilitation Act of 1973
- Vietnam Era Veterans Readjustment Assistance Act of 1974 (VEVRAA)
- Genetic Information Non Discrimination Act of 2008 (GINA)
- Connecticut General Statutes Chapter 814c
- Connecticut Fair Employment Practices Act (CFEPA)



UCONN HEALTH POLICIES

- Policy Against Discrimination, Harassment, and Related Interpersonal Violence
- Affirmative Action, Non-discrimination, and Equal Opportunity
- Persons with Disabilities

UNDERSTANDING EEO/AA

Equal Employment Opportunity

Employment practices under which no individuals are excluded from consideration, participation, promotion or benefits because of a protected class. EEO is achieved through Affirmative Action.

Affirmative Action

Results-oriented practices/programs that eliminate the effects of discrimination and ensure equal employment opportunity in hiring or recruitment, transfer, promotion, or training.

AFFIRMATIVE ACTION AT UCONN HEALTH

- Affirmative Action at UConn Health is implemented in two ways:
- **Recruitment**
 - Proactive and robust recruitment efforts including networking and pipeline-building.
- **Objective Applicant Evaluation**
 - Objective and equitable applicant evaluation where all applicants are evaluated based on stated qualifications.

PROTECTED CLASSES

- Protected classes indicate an element which should not be used in employment-based decisions.
- Applicants should NOT be considered solely on the basis of a protected class.
- Can apply positively or negatively (i.e. hire or not hire).

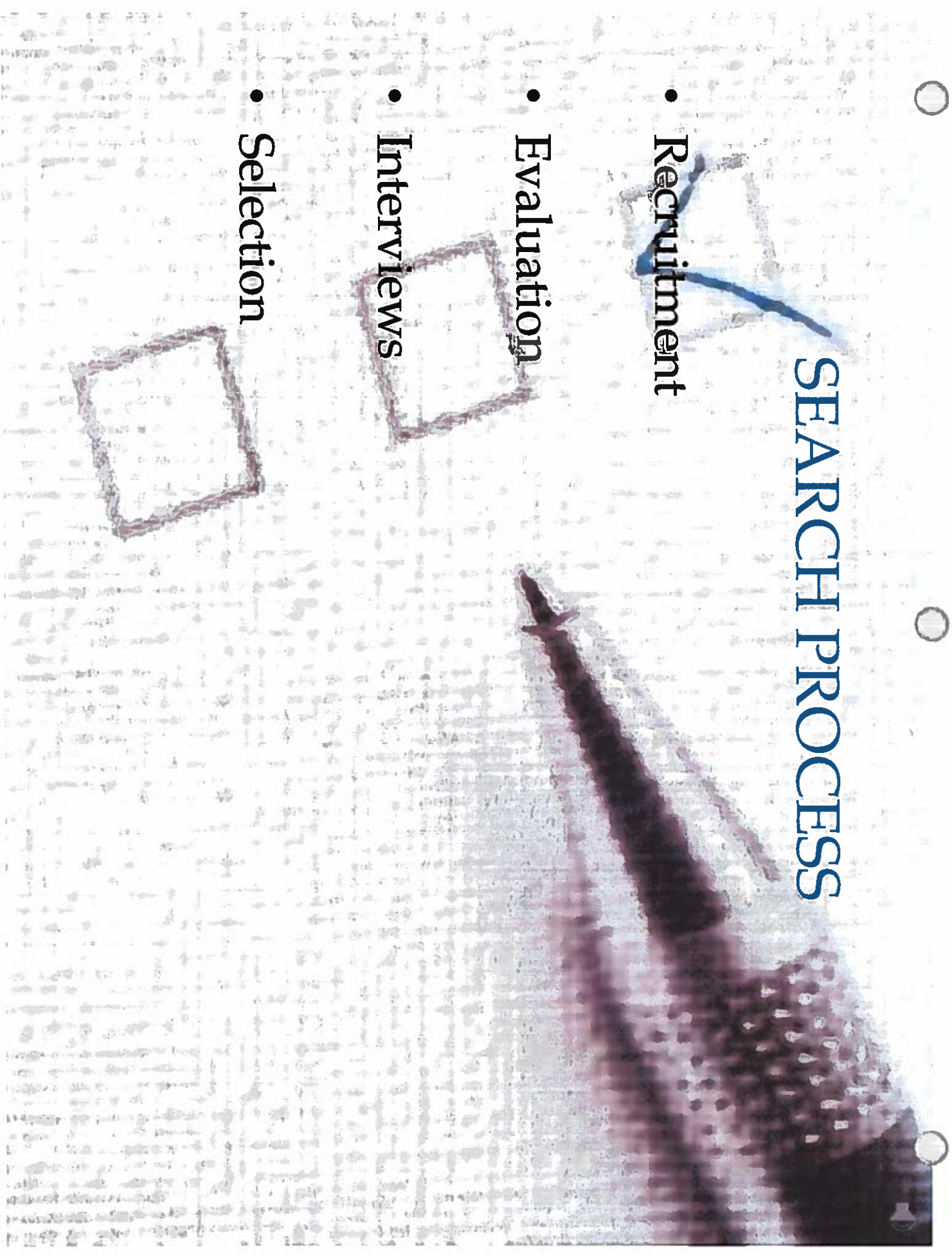
PROTECTED CLASSES IN EMPLOYMENT / APPLICANTS

- **Age**
- **Ancestry**
- **Color**
- **Covered Veteran**
- Criminal Record (in state employment and licensing)
- Gender identity or expression
- Genetic Information
- **Learning disability**
- Marital Status
- **Past or present history of a mental disability**
- **Intellectual disability**
- **National Origin**
- **Physical disability**
- **Prior protected activity**
- **Race**
- **Religion**
- **Sex, including pregnancy and sexual harassment**
- Sexual Orientation
- Workplace hazards to the reproductive system

Bold indicates protected class at both state and federal level. Non-bold indicates protected class at only state level

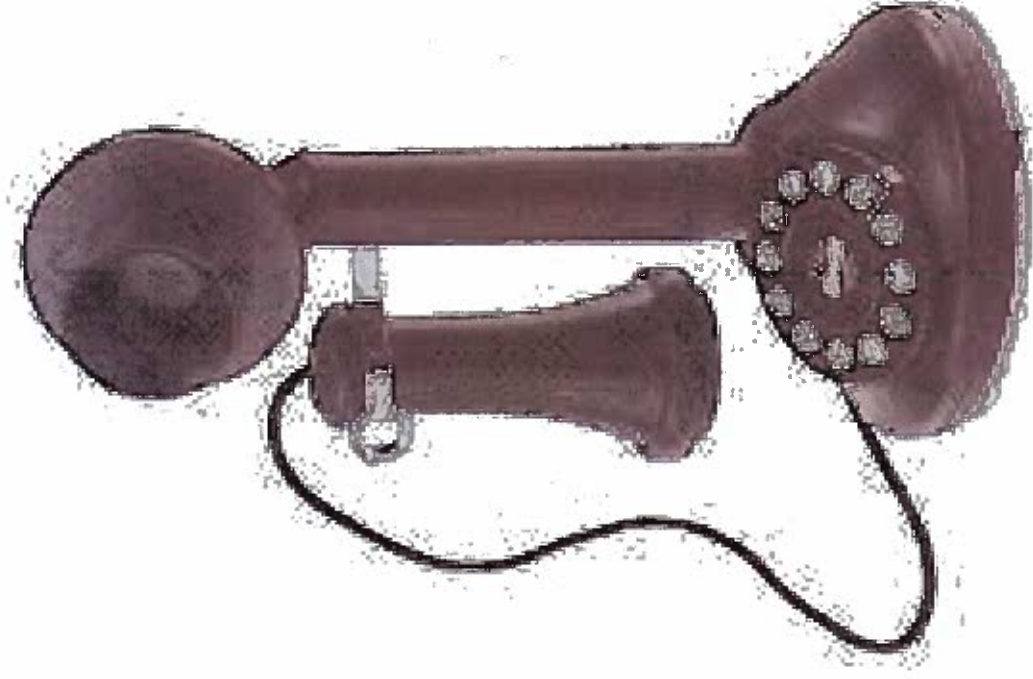
SEARCH PROCESS

- Recruitment
- Evaluation
- Interviews
- Selection



ACHIEVING A DIVERSE APPLICANT POOL

- Recruitment Strategy
 - Proactive – *before* job opening!
 - Aggressive
 - Non-traditional
- Networking
 - Colleagues
 - Associations
 - Graduate Schools
 - Pipeline Building



EVALUATION

- Evaluation should be based on **stated qualifications** as they appear in the job description
- **Consistency and objectivity**
 - Determine how criteria will be applied prior to beginning applicant evaluation and apply same criteria to all applicants
 - Evaluate applicants against stated minimum and preferred qualifications for the position
 - Search Matrix or similar evaluation tool to ensure consistency

EVALUATION

- Minimum Qualifications
 - Critical knowledge, skills and/or education and experience an applicant must have to perform the core job responsibilities.
- Preferred Qualifications
 - Additional desired job-related education, experience, skills, competencies, and credentials.
 - Not essential to the position but may enhance a candidate's ability to perform the job.



CONFIDENTIALITY

- Documentation
 - Search committee documentation including notes, e-mails, and other documents are subject to the Freedom of Information Act (FOIA)
 - Documentation should be maintained in a single record with search committee consensus
- Confidentiality should be maintained in:
 - Candidate identities
 - Search committee deliberations
 - Interviews

COMMITMENT TO DIVERSITY

- Produce innovations superior to homogenous groups
- Consider a greater scope of ideas and life experiences
- Enhance academic reputation
- Improve diverse student recruitment and retention
- Participate in a global marketplace



**Even the most well-intentioned
person unwillingly allows
unconscious thoughts & feelings to
influence apparently objective
decisions.**

~ M. Banaji

Inherent Bias

Cloning

Similar
attributes/
background

**Positive
Stereotypes**

Presumptions
of
competence

Snap Judgments

Judgments
with insufficient
evidence

**Negative
Stereotypes**

Presumptions
of
incompetence

Euphemized Bias

- Visionary
- Star
- Committed
- Focused

Best Practices

- Diversity on the committee
 - Not always demographic diversity, but can include search committee representation from different departments, backgrounds etc.
- Qualifications related to diversity
 - Not demographic diversity of candidates (do not hire on the basis of protected class)
 - Diversity of teaching, educational experiences, scholarship, research.
- Accountability
 - Always make sure evaluation decisions can be substantiated with qualifications.
- Ongoing recruiting
 - Low level recruiting should occur even when positions are not open.

Examine Your Implicit Associations

1. Go to www.implicit.harvard.edu
2. Select “Project Implicit Social Attitudes”
3. Choose “Take A Test” at top of page



Skin-tone IAT

Skin-tone (Light Skin - Dark Skin) IAT. This IAT requires the ability to recognize light and dark-skinned faces. It often reveals an automatic preference for light skin relative to dark skin.

Arab-Muslim IAT

Arab-Muslim (Arab-Muslim - Other People) IAT. This IAT requires the ability to distinguish images that are likely to belong to Arab-Muslim versus people of other nationalities or religions.

Age IAT

Age (Young - Old) IAT. This IAT requires the ability to distinguish old from young faces. This test often indicates that Americans have automatic preferences for young over old.

Race IAT

Race (Black - White) IAT. This IAT requires the ability to distinguish faces of European and African origin. It processes that most Americans have an automatic preference for White over Black.

Native IAT

Native American (Native - White American) IAT. This IAT requires the ability to recognize White and Native American faces in either dressed or modern dress, and the names of places that are either American or foreign in origin.

President IAT

President (Presidential Popularity) IAT. This IAT requires the ability to recognize photos of Barack Obama and one of more previous presidents.

Weapons IAT

Weapons (Weapons - Humane Objects) IAT. This IAT requires the ability to recognize Weapons and Humane Objects and images of weapons or harmless objects.

Religion IAT

Religion (Religious) IAT. This IAT requires some familiarity with religious items from various world religions.

Gender-Career IAT

Gender - Career. This IAT often reveals a relative link between family and female and between career and male.

Gender-Science IAT

Gender - Science. This IAT often reveals a relative link between female and science and between science and male.

Disability IAT

Disability (Cabled - Able) IAT. This IAT requires the ability to recognize symbols representing able and disabled individuals.

Sexuality IAT

Sexuality (Gay - Straight) IAT. This IAT requires the ability to distinguish words and symbols representing gay and straight people. It often reveals an automatic preference for straight relative to gay people.

Weight IAT

Weight (Fat - Thin) IAT. This IAT requires the ability to distinguish faces of people who are obese and people who are thin. It often reveals an automatic preference for thin people relative to fat people.

Asian IAT

Asian American (Asian - European American) IAT. This IAT requires the ability to recognize White and Asian-American faces, and images of places that are either American or foreign in origin.

INTERVIEWS

- Consistency of process and content among all candidates
 - Substantially similar procedures, panel, and questions
- Interview questions should be based on qualifications
- Interview Question Guidance
 - Avoid interview questions that can be answered with a “yes” or “no” response.
 - Phrase interview questions to elicit open ended responses
 - Give me an example of...
 - How would you approach...
 - What are challenges you have faced in...



DISPOSITION LANGUAGE

Non-Selected Candidate

- Identify the stated qualifications the candidate lacks or is weak in
- 2-3 sentences
- Refer back to job description to support this language

Selected Candidate

- Identify the stated qualifications the candidate demonstrates
- 4-5 sentences
- Refer back to job description to support this language

UConn Health OIE CONTACT

- **Phone:** (860) 679-3563
- **Fax:** (860) 679-3805
- **Email:** equity@uconn.edu
- **Mailing Address:**
Office of Institutional Equity
UConn Health
263 Farmington Avenue
Farmington, CT 06030-5310

- **Physical Address:**
Office of Institutional Equity
UConn Health
16 Munson Road, 4th Floor
Farmington, CT 06030
- **UConn Health Internal Mail:** Mail
Code MC 5310
- www.equity.uconn.edu

Exhibit #19

Access for People with Disabilities

Office of Institutional Equity

16 Munson Road, 4th Floor
860-679-3563 equity@uconn.edu
equity.uconn.edu

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The following training is intended to provide a general overview of disability rights as related to UConn Health and the subsequent responsibilities of employees, managers, and supervisors in ensuring equal access and opportunities for individuals with disabilities. This presentation is brought to you by the University of Connecticut Office of Institutional Equity (OIE). For further information around this training and general questions related to disability access, please feel free to contact OIE at 860-679-3563 or equity@uconn.edu. You may also visit the office located on the 4th floor of 16 Munson Road or refer to the OIE website equity.uconn.edu

Our Commitment

To provide equal access and full participation for individuals with disabilities within all UConn Health programs and activities.

UConn
HEALTH

Firstly, our shared Commitment. UConn Health is committed to providing equal access and full participation for individuals with disabilities with all UConn Health programs and activities. This commitment is shared across the enterprise and brings forth a welcoming and inclusive environment for everyone; whether you are a patient, employee, visitor, or a student, UConn Health is committed to providing the necessary services and support for individuals with disabilities to fully benefit from our services and programs.

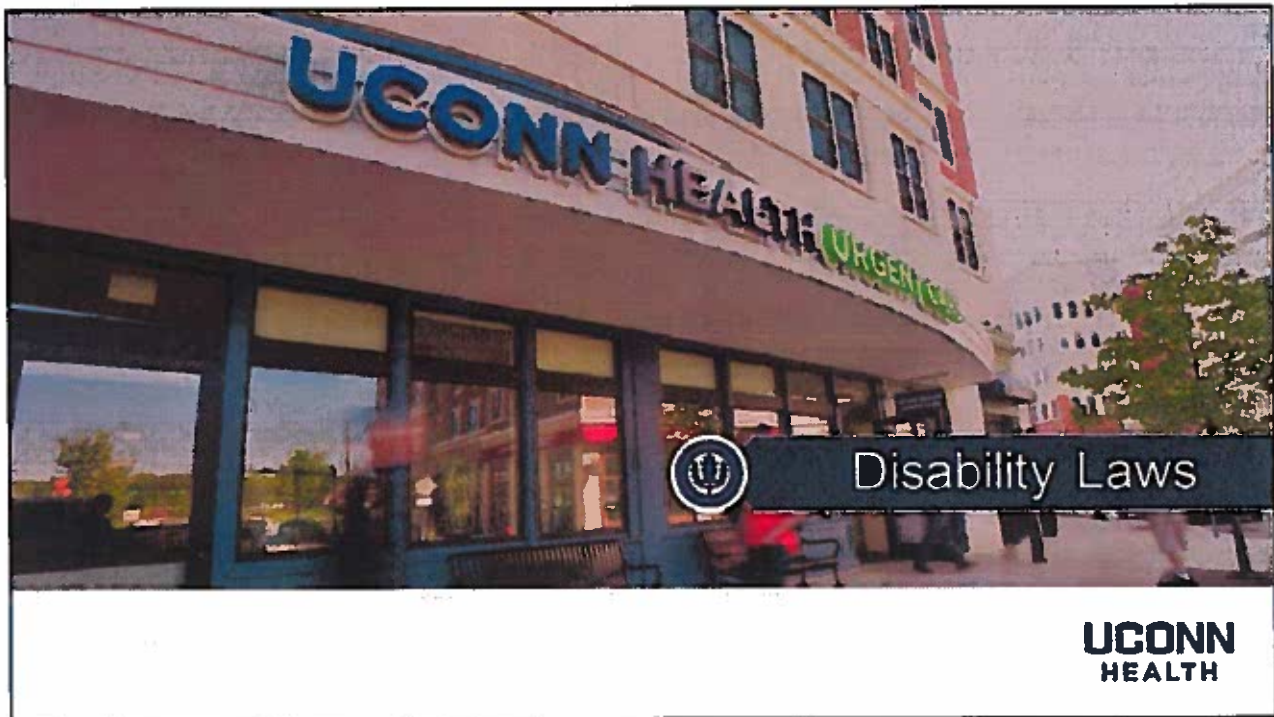
-  Disability Laws
-  UConn Health Policies
-  Accommodations
-  Interpreter Services
-  Other
-  Resources



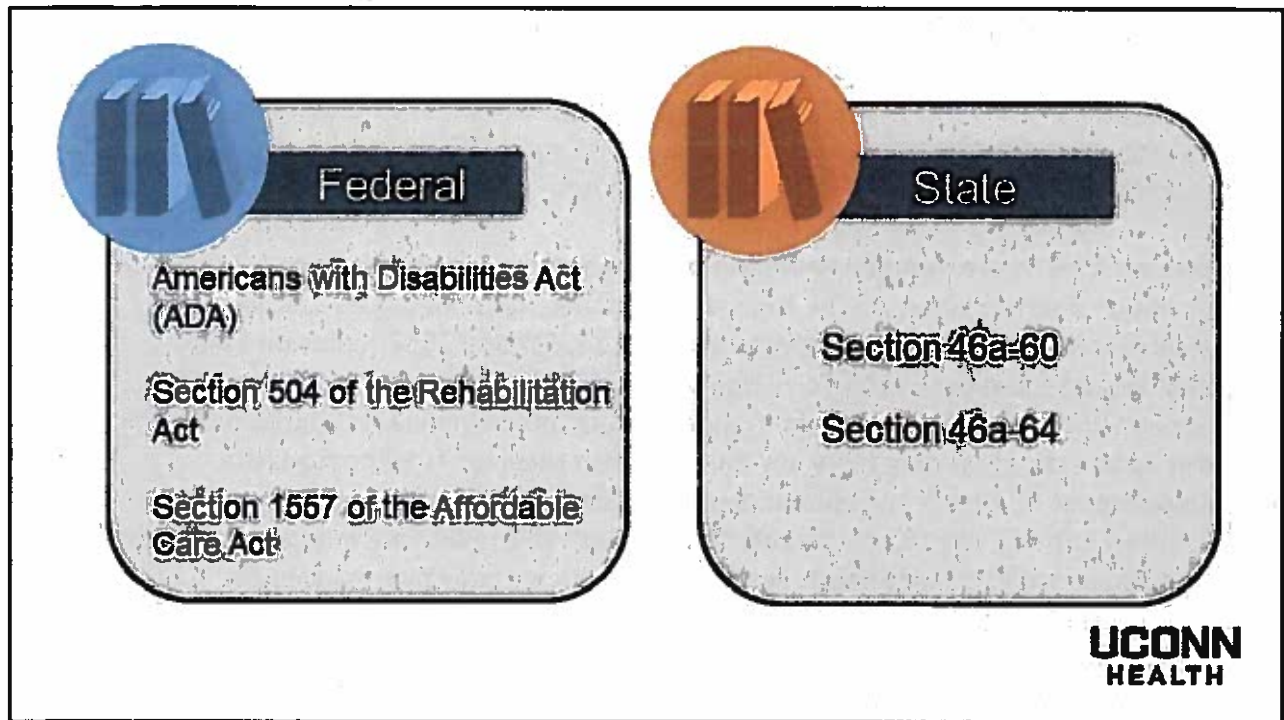
The agenda for this training is as follows. We will cover prominent applicable disability related, laws and regulations that outline requirements for ensuring access for individuals with disabilities. Additionally, we will touch upon some UConn Health policies specific to disability.

Next, we will review accommodations; what they are; how they may be requested; and how they may be implemented. Such an accommodation may be sign language interpretation for an individual who may be deaf or hard of hearing. We will review interpreter services, including sign language interpretation, video remote interpreting and briefly touch upon language services for patients whose primary language is not English along with other areas as related to disability.

And lastly, provide information and resources and contacts where you may receive further information or assistance.



In this section will cover more prominent laws as related to disability. This is not intended to cover all laws and regulations and it is important to be aware there may be other laws, regulations or protections applicable to certain circumstances. Instead, we will review more widely encompassing federal and state laws related to disability.



One of the most widely recognized federal disability related laws is the **Americans with Disabilities Act** or more commonly referred to as the ADA. The ADA is a federal civil rights law that was signed into law in 1990 and later amended in 2008. The ADA prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public. The purpose of the law is to make sure that people with disabilities have the same rights and opportunities as everyone else.

UConn Health is subject to the ADA, in particular Title I and Title II of the ADA regulations. Title I is designed to help people with disabilities access the same employment opportunities and benefits available to people without disabilities. Employers must provide reasonable accommodations to qualified applicants or employees. We will review accommodations in more detail later in this training.

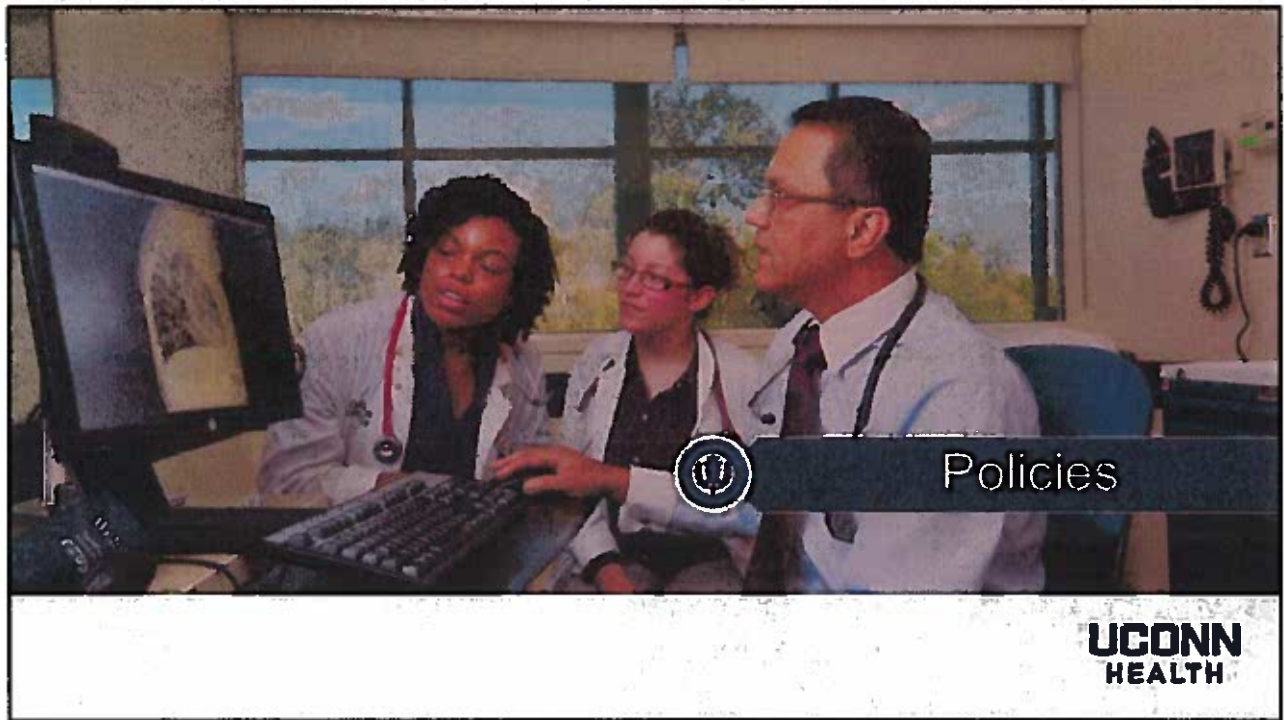
Title II outlines the administrative processes to be followed, including requirements for self-evaluation and planning; requirements for making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination; identifying architectural barriers for individuals with disabilities; and ensuring effective communication for individuals with hearing, vision and speech disabilities.

Section 504 of the Rehabilitation Act of 1973 was one of the first federal civil rights

providing protections for individuals with disabilities. The Rehabilitation Act prohibits discrimination on the basis of disability in programs conducted by Federal agencies, in programs receiving Federal financial assistance, in Federal employment, and in the employment practices of Federal contractors. As such, UConn Health is subject to the requirements of Section 504 of Rehabilitation Act.

Section 1557 is the nondiscrimination provision of the Affordable Care Act. The law prohibits discrimination on the basis of race, color, national origin, sex, age, or disability in certain health programs or activities. Section 1557 builds on long-standing and familiar Federal civil rights laws including the ADA and Section 504,. Section 1557 extends nondiscrimination protections to individuals participating in any health program or activity any part of which received funding from the Department of Health and Human Services. Section 1557 also makes clear for covered entities, like UConn Health, to take steps to provide meaningful access to individuals with limited English proficiency, which we will cover later under Interpreter Services.

Though this training focuses more on federal requirements, it is important to be aware of Connecticut's General Statutes 46a-60 and Section 46a-64. Both provide similar protections as the ADA. 46a-60 provides similar protections as Title I of the ADA and prohibits discriminatory employment practices. Meanwhile, 46a-64 provides similar protections as Title II of the ADA and prohibits discriminatory practices in public accommodations.




As mentioned, UConn Health is subject to both federal and state laws and regulations prohibiting discrimination against individuals with disabilities. There are specific UConn Health policies as related to disability that further identify processes and procedures ensuring access for individuals with disabilities.

Persons with Disabilities

Effective Communication with Individuals who are Deaf or Hard of Hearing

HIV / AIDS Non-Discrimination



 health.uconn.edu/policies

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The policy regarding persons with disabilities outlines UConn Health’s commitment to equal access and reiterates the requirements to ensure the same access to programs, opportunities and activities at UConn Health as all others.

The policy regarding effective communication with individuals who are deaf or hard of hearing establishes procedures to provide auxiliary aids and services for individuals who are deaf or hard of hearing, such as sign language interpretation and video remote interpreting.

Lastly, the HIV/AIDS Non-Discrimination Policy provides guidance for dealing with work situations involving employees, who have, or are perceived to be at risk of acquiring: AIDS, an HIV infection or HIV-related illness.

All UConn Health policies are available online at <https://health.uconn.edu/policies/> or search ‘policies’ in the search bar on the UConn Health homepage to find the policies webpage. Individuals should review the policies for further guidance and information.



Accommodations

What are they? How may they be requested? Who may request them? And how are they implemented? In general, accommodations are modifications or an adjustment to a job or work environment for an employee with a disability or adaptations to elements of a student's academic or housing program. Visitors and guests may also receive accommodations to fully participate in an event, activity or program, including health care services.



Symbols of Accessibility

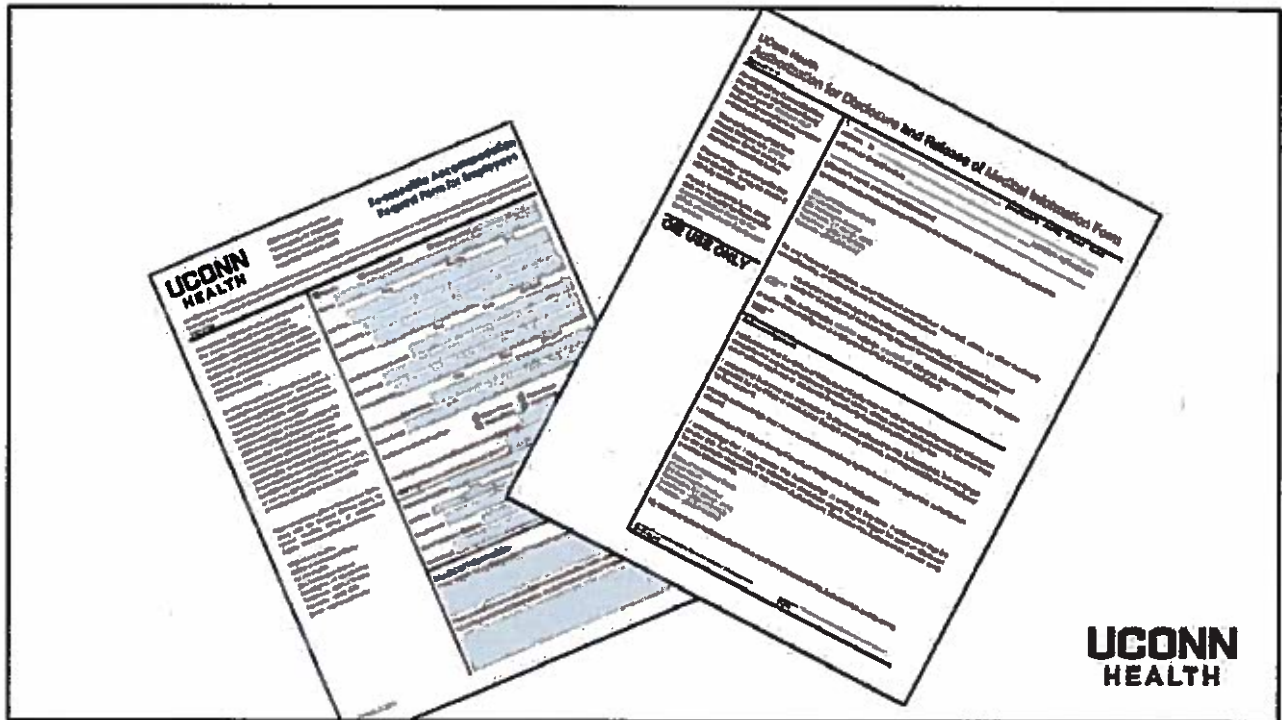
What are accommodations?

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In the employment setting, UConn Health is subject to make a "reasonable accommodation" to known physical or mental limitations of otherwise qualified applicants or employees with disabilities, unless the accommodation would impose an "undue hardship" on the operation of a program. "Reasonable accommodation" means any change or adjustment to a job or work environment that permits a qualified applicant or employee with a disability to participate in the job application process, to perform the essential functions of a job, or to enjoy benefits and privileges of employment equal to those enjoyed by employees without disabilities.

Examples may include --

- 1) Acquiring or modifying equipment or devices;
- 2) Job restructuring;
- 3) Modified work schedules;
- 4) Providing large print or braille material for individuals who may have low-vision or are blind;
- 5) Sign language interpreters for employees who are deaf or hard of hearing;
- 6) Making the workplace accessible to and usable by individuals with disabilities.



Employees seeking workplace accommodations at UConn Health should contact the Office of Institutional Equity (OIE) at 860-679-3563 or equity@uconn.edu or visit equity.uconn.edu for further information. An employee must submit a reasonable accommodation request form and supporting medical documentation to OIE.

Employees in need of an accommodation will need to provide appropriate medical information to support the request. The [Authorization for Disclosure and Release of Medical Information Form](#) authorizing OIE to contact the employee's health care provider or qualified practitioner, is available for this purpose. All employee requests for an accommodation and accompanying medical information will be promptly evaluated and kept confidential consistent with state and federal law. To respond to an employee's request for accommodation, OIE will meet with the employee and review medical documents, the essential job functions of the position, and the specific facts of each request. OIE utilizes this information to determine whether the employee is eligible for an accommodation.

Accommodations are made on a case-by-case basis, because the nature and extent of a disabling condition and the requirements of a job will vary. The principal test in selecting a particular type of accommodation is that of effectiveness, i.e., whether the accommodation will enable the person with a disability to perform the essential functions of the job. It need not be the best accommodation or the accommodation

the individual with a disability would prefer, although primary consideration should be given to the preference of the individual involved.

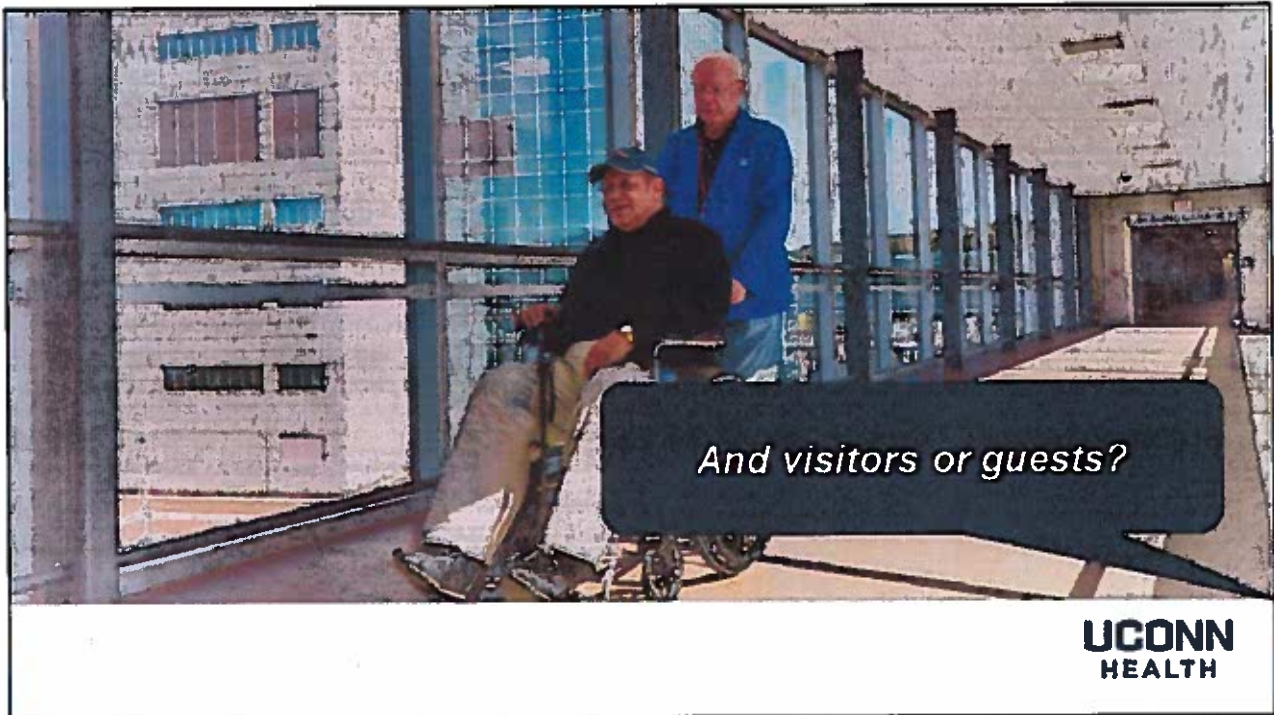


What about academic accommodations?

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The Office of Institutional Equity is responsible for determining who is considered a student with a disability and, as a result of the student's condition, what accommodations or auxiliary aids and services are appropriate. If you are a faculty member or teaching professional and have a student with a disability in your class who is approved for accommodations, you should receive communication from OIE listing the approved accommodations, with a description.

While teaching professionals may have input into the means of providing approved accommodations, they may not refuse to provide accommodations approved through OIE. If you have a student in your class that you're concerned about regarding their academic progress or have questions about their accommodation and wish to speak to them, do so in private and not in front of other students. If you have any questions regarding the coordination or appropriateness of a particular accommodation for a student in your class, don't hesitate to contact OIE. It is important that teaching professionals do not provide academic accommodations to a student without receiving communication from OIE first. If you are unsure about whether or not a student is working with OIE, or if you wish to refer the student to OIE, contact OIE for consultation at 860-679-3563 or equity@uconn.edu.



Visitors and guests with disabilities of UConn Health may request an accommodation to fully participate or enjoy a University-sponsored event or activity. Visitors and guests are encouraged to contact the event planner or hosting organization to request an accommodation. Visitors and guests may also contact the Office of Institutional Equity for assistance or to request an accommodation at 860-679-3563 or equity@uconn.edu. Patients seeking assistance may contact the UConn Health Operator at 860-679-2000.

Employees	Office of Institutional Equity 860-679-3563 or equity@uconn.edu equity.uconn.edu
Students	Office of Institutional Equity 860-679-3563 or equity@uconn.edu equity.uconn.edu
Guests / Visitors	Event Host/Organizer or Office of Institutional Equity 860-679-3563 or equity@uconn.edu equity.uconn.edu

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Here is a review regarding the responsible departments managing the accommodation process. In general, the Office of Institutional Equity is the original point of contact regarding accommodations. In the case of visitors or guests, the event host or organizer is the most appropriate contact to request an accommodation. **For patients, they should seek assistance through their medical provider's office.** Contact the Office of Institutional Equity for further assistance at 860-679-3563 or email equity@uconn.edu.



UConn Health and its affiliates, including John Dempsey Hospital and UConn Medical Group, provide equal access to all persons, including individuals who are deaf or hard of hearing or have Limited English Proficiency (LEP).

Free language /
communication services
available

Notify staff or contact
860-679-2626 to arrange
services.

NOTICE TO OUR PATIENTS



FREE LANGUAGE SERVICES

UCConn Health and its affiliates, including both Primary Hospital and University Hospital Clinics, provide equal access to all persons, including those who have Limited English Proficiency (LEP), those who are deaf, hard of hearing, visually impaired or have special communication needs.

To make sure everyone is understood, we provide sign language and oral interpretation, video phones and TTY, assisted listening devices, and other auxiliary aids plus translation of written materials. All services are FREE of charge to patients and companions who are deaf, hard of hearing or have speech disabilities. Interpreters are available 24 hours a day, 7 days a week.

You have the right to an interpreter. Please tell our staff if you require help, or call (860) 679-2626 and we will arrange it for you.

UCConn Health does not discriminate on the basis of any protected class including disability, ancestry or national origin. If you would like to file a complaint, please contact the UConn Health ADA Coordinator through the Office of Institutional Equity, (860) 679-6543 or email oei@uconn.edu

LOS SERVICIOS DE ASISTENCIA DE LENGUAJES

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To make sure everyone is understood, UConn Health provides sign language and oral interpretation, video phones and TTYs, assisted listening devices, and other auxiliary aids; plus translation of written materials. All services are free of charge to patients and companions who are deaf or hard of hearing, limited English proficiency, or have speech disabilities. Interpreters are available 24 hours a day, 7 days a week. Patients have the right to an interpreter. Patients should notify staff for assistance or call [860-679-2626](tel:860-679-2626) to arrange interpreter services.

Compliance Coordinator Designees

Designees regarding services for patients and companions who are deaf or hard of hearing are identified throughout UConn Health.

Primary Responsibilities:

1. Answer questions and provide appropriate assistance regarding immediate access to and proper use of any auxiliary aid or service, including qualified interpreters during business hours.
2. Know where auxiliary aids are located, how to obtain the aid or service and how to operate any aid, as well as address the maintenance, repair, replacement, and distribution of any aid.

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Designees regarding services for patients and companions who are deaf or hard of hearing are identified throughout UConn Health.

The designees are responsible:

1. to answer questions and provide appropriate assistance regarding immediate access to and proper use of any auxiliary aid or service, including qualified interpreters during business hours.
2. to know where auxiliary aids are located, how to obtain the aid or service and how to operate any aid, as well as address the maintenance, repair, replacement, and distribution of any aid.

Staff seeking assistance regarding auxiliary aids and services for individuals who are deaf or hard of hearing should contact either a designee that serves their area or the Operator at 860-679-2626.



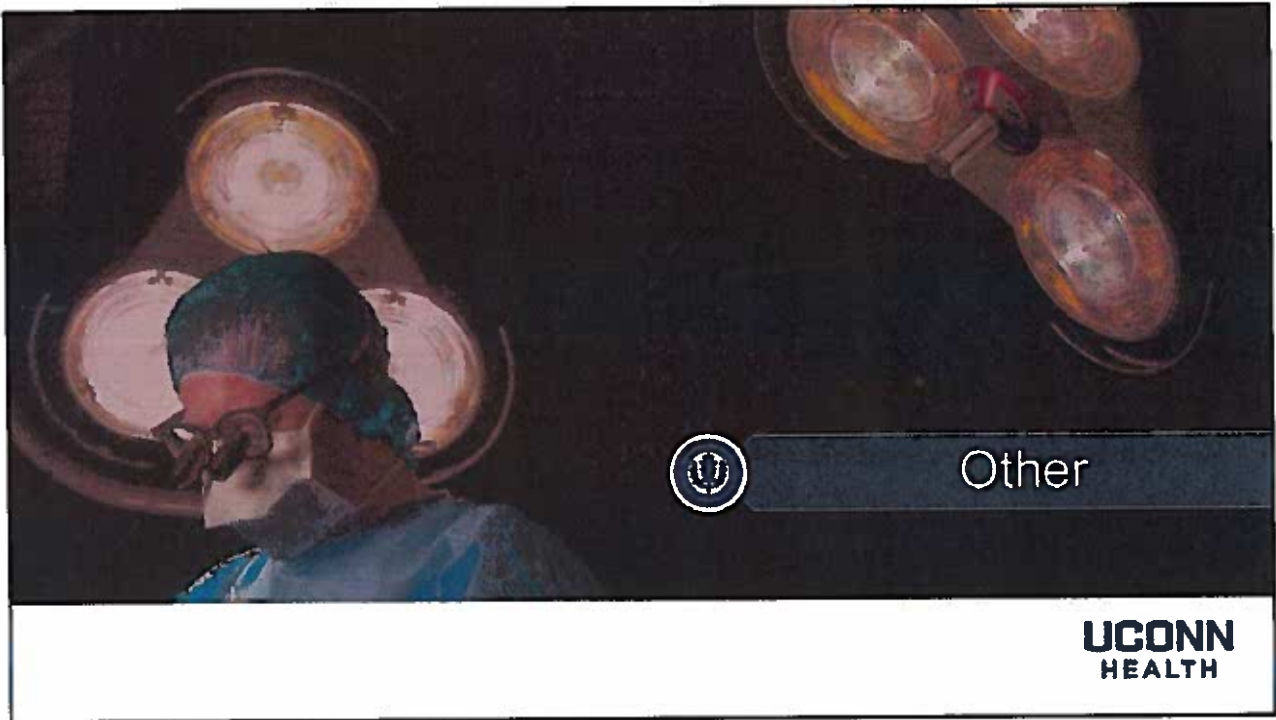
In-person or Video Remote

Preferred mode of interpreting service must be honored unless another "equally effective" means of communication is available.

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HEALTH**

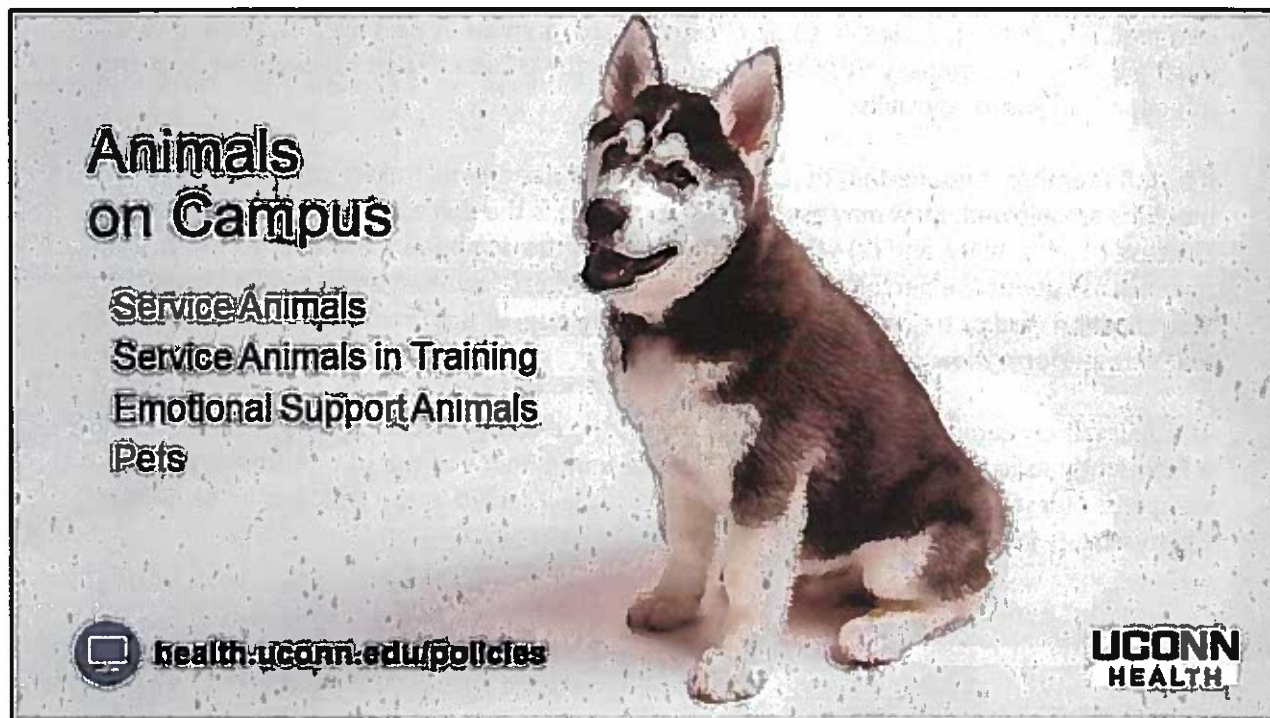
In regards to patients and companions who are deaf or hard of hearing, the appropriate type of interpreter for each individual is determined through an assessment, in consultation with the Patient and/or Companion. The Preferred mode of interpreting service must be honored unless another "equally effective" means of communication is available, which may include video remote interpreting. VRI carts are available throughout numerous locations at John Dements Hospital, the University Medical Group and Dental Care. Again, you may contact 860-679-2626 for help locating a VRI or contact your Compliance Coordinator Designee.

Further training regarding deaf and language services is provided to staff through Saba and the Online Learning Center.



Other prominent areas as related to disability access include

Service animals and other animals on campus and non-discrimination statements required for publications.



The University adopted a new Animals on Campus Policy, effective June 9, 2017. The policy provides a single resource for rules and guidance related to individuals bringing animals on University property, including service animals, service animals in training, emotional support animals and pets. The policy also includes newly implemented UConn Health Clinical Practice Procedures Regarding Animals. The policy outlines procedures in line with federal and state laws regarding animals for individuals with disabilities.

Patients who wish to bring service animals onto University property need not request the University's permission. Service animals are allowed in the clinical practice areas and areas where the handler is permitted to travel. Under certain circumstances, the handler of a service animal may be asked to remove the animal from restricted spaces or have its access to certain parts of a facility restricted.

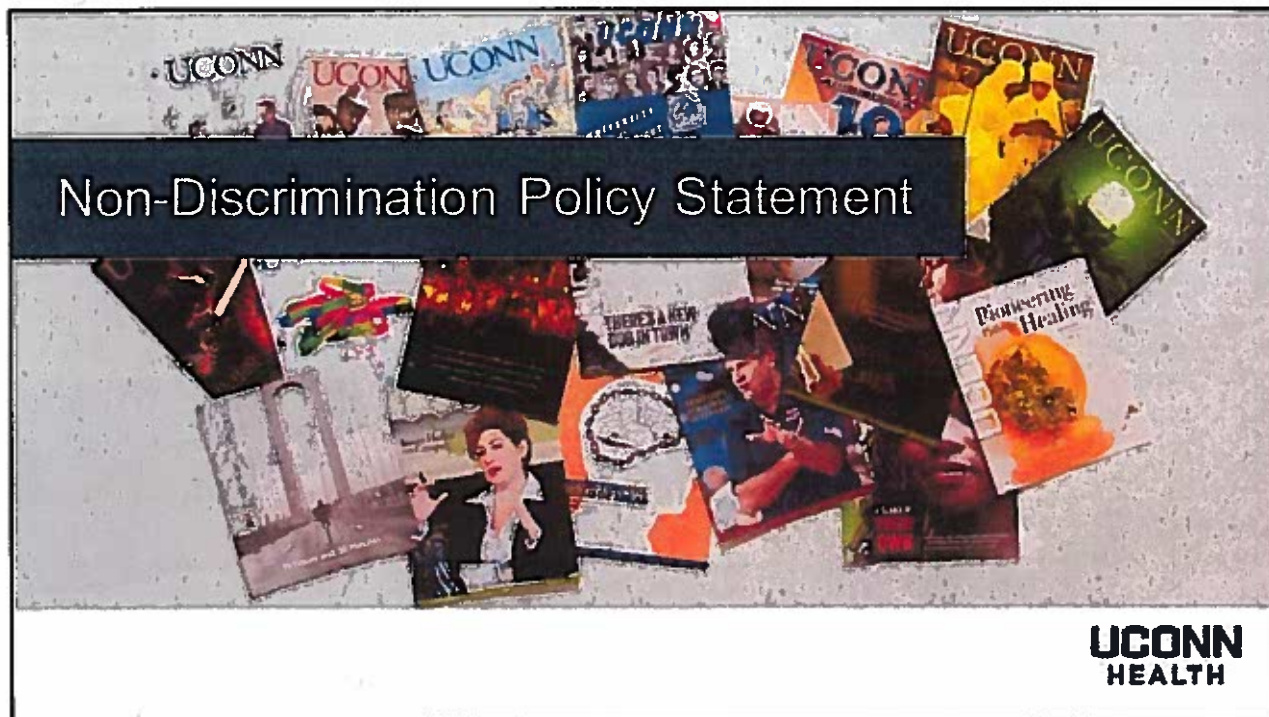
A service animal is any dog specifically trained to perform a task for the benefit of an individual with a disability. The tasks performed by a service animal must directly relate to the person's disability. Animals, including dogs, that do not perform a task for the individual and serve as emotional support, assistance, comfort or companion animals are not service animals.

Emotional support animals are generally permitted to accompany patients to medical appointments as long as the patient provides advance notice and receives advance

permission from the practice. In some circumstances, animals or pets may be allowed to visit inpatients at John Dempsey Hospital if approved by the UConn Health Nursing Manager and Infection Prevention Specialist.

If a staff member is not certain that an animal is a service animal in particular, only limited inquiries are allowed. Staff may ask two questions: (1) is the dog a service animal required because of a disability, and (2) what work or task has the dog been trained to perform. Staff may not ask about the person's disability, require medical documentation, require a special identification card or training documentation for the dog, or ask that the dog demonstrate its ability to perform the work or task.

The Animals on Campus Policy along with the UConn Health Clinical Practice Procedures and a Frequently Asked Questions document may be found online at the UConn Health policies webpage. Questions regarding the policy may also be directed to the Office of Institutional Equity at 860-486-4957 or equity@uconn.edu.



The University adopted changes to the *Non Discrimination Policy Statements for Publications including Accessibility Statements for University Events and Section 1557 Statements for Health Programs (previously entitled Non-Discrimination Policy Statements for Publications, Printed Material and Electronic Media)*, effective June 13, 2017.

This is a University-wide policy that requires University publications that describe or invite participation in UConn programs or activities to contain one of the non-discrimination statements set forth in the policy. The inclusion of the non-discrimination statement is required by federal regulations and is designed to make clear to current and future participants, beneficiaries, enrollees, applicants, patients, visitors and members of the public the University's commitment to equal opportunity and access to its programs, activities, and health programs.

For more information regarding the policy, contact The Office of Institutional Equity at (860) 486-2943 or equity@uconn.edu.



Event planners and organizers have a responsibility to help ensure accessibility for participants or attendees with disabilities. Event-specific publications must also include an accessibility statement to help ensure an opportunity for participants with disabilities to request accommodations and fully participate in University events or activities.

The following is the Event Accessibility Statement required for all University-sponsored events.

If you require an accommodation to participate in this event, please contact (INSERT SPONSORING DEPARTMENT CONTACT NAME) at (INSERT TELEPHONE AND EMAIL CONTACT INFORMATION) by (SPECIFIC DATE (suggestion: at least 5 days in advance)).

This statement should appear in all forms of publications related to an event or activity including digital and printed material. Should you have any questions of where the accessibility statement is required, you may contact the Office of Institutional Equity at 860-679-3563 or equity@uconn.edu.

Accessibility Statement Required

If you require an accommodation to participate in this event, please contact (INSERT SPONSORING DEPARTMENT CONTACT NAME) at (INSERT TELEPHONE AND EMAIL CONTACT INFORMATION) by (SPECIFIC DATE (suggestion: at least 5 days in advance)).

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This statement should appear in all forms of publications related to an event or activity including digital and printed material. Should you have any questions of where the accessibility statement is required, you may contact the Office of Institutional Equity at 860-679-3563 or equity@uconn.edu.

Accessibility Checklist



accessibility.uconn.edu

UConn
HEALTH

Center for Students with Disabilities
University of Connecticut
ACCESSIBILITY CHECKLIST FOR UNIVERSITY EVENTS

Event Planning Items to Consider:

- Remember that accommodations can cost money, and the organizer of the event is responsible for providing them. Incorporate this into your planning and remember to budget accordingly.
- Provide an alternate space for attendees to request accommodations on any registration or registration materials. Consider using a [linking or event space](#).
- Check with the presenter(s) to determine if they require accommodations.
- Be mindful that attendees may need added time to move between rooms or sessions when planning work in breaks for all attendees.
- Service animals may be in accordance with their handler.
- If there is a registration table, it should be no higher than 36".

	YES	NO	N/A
SECTION ONE: PHYSICAL ACCESS, TRANSPORTATION			
All advertising, brochures and brochures, have an accessibility statement that includes multiple forms of contact, such as: "If you are an individual with a disability and need accommodations, please contact [name, phone number, email]". This should be the event coordinator. You may wish to use or adapt the linking or event space .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All publications state that they are available in alternate formats upon request by including a statement that provides multiple forms of contact information, such as: "This publication is available in alternate formats upon request. Please contact [name, phone number, and email]". This should be the event coordinator.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publications and materials are provided in alternate media when requested (for example, Braille, large print, audiocassettes, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing materials posted online should use a sans serif font (e.g. Arial, Calibri, Tahoma) that is no smaller than size 14.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

All items of this checklist are intended to be used as a guide only.

Event planners and organizers are encouraged to use the Accessibility Checklist during planning an event or activity to help ensure accessibility is fully considered and evaluated. The Checklist provides information including physical access, auxiliary aids and services for individuals with disabilities, emergency planning, food and allergies and parking and transportation, among other areas. The checklist may be found on accessibility.uconn.edu under resources and event planning.



For further information related to disability access, refer to accessibility.uconn.edu.

A photograph of a modern, multi-story building at night, illuminated from within. The building has a dark facade with large windows. The word "UCONN" is visible on the top of the building. The sky is dark with some light clouds.

Questions?

Office of Institutional Equity
16 Munson Rd | 860-679-3563 |
equity@uconn.edu | equity@uconn.edu

UCONN
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This concludes our training. Thank you for your attention. For any questions regarding the information presented in this training or questions related to disability access, please contact the Office of Institutional Equity at (860) 679-3563 or email equity@uconn.edu or refer to equity.uconn.edu

Exhibit #20

Job Descriptions & Dispositions

OFFICE OF INSTITUTIONAL EQUITY

Office of Institutional Equity

AA/EEO & Search Compliance

- Commission On Human Rights And Opportunities (CHRO)
Affirmative Action Plan submitted annually
- Office Of Federal Contract Compliance Programs (OFCCP)
Affirmative Action Plan prepared annually and submitted upon request
- Equal Employment Opportunity Commission (EEOC)
Enforces federal laws that make it illegal to discriminate against a job applicant or employee due to protected class

Protected Classes

- Protected classes indicate an element which should not be used in employment-based decisions.
- Applicants should **NOT** be considered for interview or hire on the basis of a protected class.
- Can apply positively or negatively (i.e. hire or not hire).

Protected classes in Employment/Applicants

- Age
- Ancestry
- Color
- Covered Veteran
- Criminal Record (in state employment and licensing)
- Gender identity or expression
- Genetic Information
- Learning disability
- Marital Status
- Past or present history of a mental disability
- Intellectual disability
- National Origin
- Physical disability
- Prior protected activity
- Race
- Religion
- Sex, including pregnancy and sexual harassment
- Sexual Orientation
- Workplace hazards to the reproductive system

Bold indicates both Federal and State

Job Descriptions/Postings

- Develop a detailed and clear job description before launching search
- "Contract" with the public and applicants
- Stronger qualified applicant pool
- Basis for applicant evaluation

Anatomy of a Job Description/Posting

- Summary of Duties/Responsibilities
 - Minimum qualifications
 - Preferred qualifications
 - Application instructions
 - Marketing/Branding Language
 - AA/EEO language
 - Additional information vital to applicants
-



Summary of Job Duties/Responsibilities

- Provides an overview of the position
 - Reporting structure of the position
 - Description of the department
 - Additional information for applicant
- Duties/Responsibilities
 - Are listed in order of importance
 - Are clear and specific
 - Are the basis for qualifications

Summary of Duties/Responsibilities

The School of Business Ph.D. and Healthcare Programs are seeking a full-time Administrative Coordinator (UCP 5). The incumbent will report to the Ph.D. Program Director and Administrative Lead of the School's Healthcare Programs, and will be responsible for providing administrative support and coordination at 70% time for the Ph.D. Program and 30% time for the Healthcare Programs. The position will be based at the Storrs campus. Minimal in-state travel to the University's regional campuses may be required in support of office activities. Occasional night and weekend hours may also be required for special events.

Duties and responsibilities include but are not limited to:

- Performing office management duties; supervising the workflow and processing of administrative and personnel paperwork.
- Handling administrative matters and acts for the directors in their absence as assigned.
- Coordinating administrative and technical support as well as program logistics for faculty, staff and students.
- Coordinating the activities and workflow for the student registration and admissions process.
- Assisting with the planning, coordination and execution of program events.
- Coordinating and processing administrative paperwork for visiting scholars and international students.
- Collecting and compiling program and student data and preparing reports.
- Assisting with budget preparation and comparing expenditures with approved budget; providing assistance to directors in resolving budget and other business problems related to program operations.
- Reconciling financial records using KFS reports and/or UConn Foundation reports; preparing and processing fiscal documents and transactions.
- Representing the programs to other University and external offices and agencies.
- Coordinating travel arrangements and reimbursement for program staff, instructors, guest speakers, etc.
- Creating offer letters and processing payroll transactions for graduate students; initiating special payroll requests for program instructors.
- Completing short-term or ongoing special projects as assigned.

Overview of department
Reporting structure

Duties listed on order of
significance

Qualifications will be based on
the duties listed

Qualifications

- Are directly related to the job duties and responsibilities
- Are specific and clear
- Are applied consistently to each applicant
- Cannot be added or changed after advertising/posting or after applicant pool has been established
- Result: more qualified applicants

Minimum Qualifications

- Critical knowledge and skills/education and experience that an applicant must have to perform the core responsibilities as indicated in the job duties/responsibilities.
- Based on the essential duties and responsibilities of the position and relate to what the employee actually needs to do in the job.
- Differentiate between “Not Interviewed” and “Did Not Meet Minimum” ranked applicants

Minimum Qualifications Example

Minimum Qualifications:

- Bachelor's degree in a discipline related to programs being served or equivalent combination of training and experience.
- One to three years of progressively responsible administrative experience.
- Demonstrated excellent verbal and written communication skills including the ability to work effectively with University staff, faculty, students and external constituents.
- Demonstrated organizational skills and ability to resolve administrative problems efficiently, effectively and independently.
- Demonstrated experience planning, coordinating and executing events.
- Demonstrated ability to work well as part of a team.
- Demonstrated ability to exercise flexibility, initiative, good judgment and discretion.
- Demonstrated ability to work accurately and meet deadlines.
- Demonstrated proficiency with Microsoft Office products.
- Willingness and ability to work nights and weekends in support of program activities and events.
- Willingness and ability to travel in support of program events.

Detailed and specific

Correspond to the duties listed

Essential functions of the position

Listed in order of importance

Preferred Qualifications

- Additional desired job-related education, experience, skills, competencies, and credentials.
- Not essential to the position but may enhance a candidate's ability to perform the job.
- Specific enough to narrow down the applicant pool to the most potentially successful candidates.
- Not so restrictive as to limit the consideration of applicants with non-traditional career paths
- Differentiate between "Interviewed" and "Not Interviewed" ranked applicants

Preferred Qualifications Example

Preferred Qualifications:

- Prior experience working in a higher education setting in a university environment.
- Demonstrated experience with financial processing and reporting systems such as Kuali.
- Demonstrated experience with student administration systems such as Peoplesoft.
- Demonstrated experience working with mature students.
- Demonstrated experience working with various international populations.
- Demonstrated experience using an application management system such as Hobsons.

Detailed and specific

Correspond to the duties listed

Enhance the essential job functions

Application Instructions

- Indicate requirements for a complete application
 - Are specific and clear
 - Allow all applicants the same opportunity for consideration
 - Applicants with disabilities may request reasonable accommodations
 - Contact OIE
-



Application Instructions Example

To Apply

Please apply online at UConn Careers at www.jobs.uconn.edu, [Staff Positions](http://www.jobs.uconn.edu) (Search # 2017231) and submit a letter of application, resume, and the names and contact information of three professional references. Employment of the successful candidate is contingent upon the successful completion of a pre-employment criminal background check.

To Apply

Please apply online at UConn Careers at www.jobs.uconn.edu, [Staff Positions](http://www.jobs.uconn.edu) (Search # 2017179) to submit a letter of application, resume, and the names and contact information of three professional references. For full consideration, please apply by November 5th. Employment of the successful candidate is contingent upon the successful completion of a pre-employment criminal background check.

To Apply: Please apply through UConn Jobs at www.jobs.uconn.edu and submit a cover letter, resume, 3 references, and 3 writing samples (at least 1 short-form ad copy sample preferred). Preference will be given to resumes received by 06/15/2017. No phone calls, e-mails, or faxes please.

Candidates selected for and interview may be required to complete a brief writing assignment during their interview.

Link to application website

Requirements for a complete application

Preference date for consideration

Additional application materials such as writing samples, publications, designs etc.

Notification of test or activity during interview

AA/EEO & Marketing/Branding Language

- AA/EEO statement
 - Required by Federal and State regulations on all postings/advertisements
 - Must identify UConn Health as an Affirmative Action/Equal Employment Opportunity Employer (AA/EEO Employer)
 - Can be incorporated into a larger marketing statement
 - Marketing/Branding Language
 - Emphasizes benefits
 - Shows a commitment to diversity
-



Applicant Evaluation – Pre Interview

- All applicants screened against the same objective criteria
 - Stated minimum and preferred qualifications only
 - Responsibilities vs Qualifications
 - Applicant vs Applicant
 - "Overqualified"
 - Incomplete applications
 - Based on application instructions
 - UConn Health experience
 - Internal postings
 - Only when listed as a qualification
-

Applicant Ranking

- **Did Not Meet Minimum (Unqualified)**
 - Lacking minimum qualification(s)
 - Incomplete application materials
 - **Not Interview (Qualified)**
 - Meet all minimum qualifications
 - Lacking all or some preferred qualifications
 - **Interview**
 - Meet all minimum qualifications
 - Meet all or some preferred qualifications
-



Applicant Evaluation – Post Interview

- All applicants screened against the same objective criteria
 - No feelings, emotions or assumptions
 - No “gut feeling”
 - Stated minimum and preferred qualifications only
 - Interview performance
 - UConn Health experience
 - Internal postings
 - Only when listed as a preferred qualification
-

The 4 C's of Candidate Dispositions

- Clear
- Concise
- Concrete
- Consistent

***See handout



Exhibit #21

University of Connecticut

UConn Health Lifeline

Wednesday, November 9, 2016

ADDITIONAL UCONN HEALTH INFORMATION

Compliance Matters

When to use the ReportLine 1-888-685-2637

ReportLine is available 24 hours a day, 365 days a year. This hotline is operated by a third party call center outside of UConn Health. You may call the hotline to report a suspected compliance or ethics violation if you are not comfortable raising the issue with your supervisor or others in management. You don't need to give your name; your call will not be traced. Use it if you suspect:

- Violation of our [Code of Conduct](#)
- Violation of any law, regulation or rule, including safety or privacy violations, theft, or other criminal conduct
- Fraud, financial or accounting misconduct, questionable auditing practices, bribery, or falsification of company records
- Abusive or retaliatory behavior, threats of workplace violence, sexual discrimination, harassment, or other serious misconduct

For more information, contact: Iris Mauriello/Office of Audit Compliance & Ethics at mauriello@uchc.edu

Other stories from the [UConn Health Lifeline for Wednesday, November 9, 2016 >>](#)

Exhibit #22

University of Connecticut

UConn Health Lifeline

Thursday, November 10, 2016

ADDITIONAL UCONN HEALTH INFORMATION

UConn Health Does Not Permit Retaliation

Do you know of a situation that you feel violates the law, policy, or the [Code of Conduct](#) but are hesitant to report it because you are afraid of retaliation against you? Remember that UConn Health encourages individuals to bring forward information and/or complaints about violations of state or federal law, University policy, rules or regulations. Retaliation against any individual who, in good faith, reports or who participates in the investigation of alleged violations is strictly forbidden. Any employee who does retaliate against another is subject to disciplinary action up to and including termination. All members of the UConn Health community are encouraged to raise issues and concerns without fear of retaliation. Any person who feels that he or she has been the subject of retaliation should contact the Office of Audit, Compliance and Ethics immediately. See UConn Health and University policies for further details:

http://health.uconn.edu/policies/wp-content/uploads/sites/28/2015/07/policy_2003_40.pdf
and <http://policy.uconn.edu/2011/05/24/non-retaliation-policy/>

For more information, contact: Iris Mauriello at mauriello@uchc.edu

Other stories from the [UConn Health Lifeline for Thursday, November 10, 2016 >>](#)

Exhibit #23

UConn

Human Resources

Managers



The Human Resources managers page is designed to offer you, our managers and/or supervisors, information and resources to lead your team more easily by consolidating the information, guidelines, forms and links you need in one central place.

Recruiting and Hiring Employees

[Affirmative Action Goals](#) 

Applicant Tracking System

[iGreentree Hiring Manager](#) 

[iHiring Manager Tips and Suggestions](#)

Electronic Personnel Action Form

[EPAF Approver Procedures .pdf](#)

[EPAF Instructions Guide .pdf](#)

[Processing Deadlines .pdf](#)

Employment Services

[Employee Services Contacts](#)

[Establishing a Position](#)

[International Employees](#)

[Interviewing Tips for Managers .pdf](#)

[Request to Hire](#)

[Resignation](#)

Managing Employees

[Employment Advertising Policy](#) 

[Equal Opportunity Basics for Managers](#) 

[Recruitment Resources](#) 

[Report Requests](#)

[Search Committee Resources](#) 

[Unpaid Experiences](#)

Orientation - New Employees

[New Employee Orientation Schedule](#)

[Diversity Training Schedule](#)

[Clinical Enterprise](#)

[Emergency Closing Policy .pdf](#)

[Early Closings, Late Openings, and General](#)

[Closing: Correctional Managed Health Care](#)

[Policies and Procedures .pdf](#)

Exhibit #24

University of Connecticut

UConn Health Lifeline

Monday, December 5, 2016

STUDENT ACTIVITIES

Today: AMA Leadership Week

The AMA is holding its annual Leadership Week starting DECEMBER 5. We are hosting various doctors to speak about their different experiences in the leadership roles they have held. The flyer gives more details and below is a summary of all the speakers. There will be a Q & A session after each speaker. Lunch/dinner is provided.

EVERYONE IS WELCOME! We hope you will join us. Please email me if you have any questions.

Leadership in International Affairs

Mon., December 5th / Noon / Room B9

Kevin D. Dieckhaus, M.D.

Keynote Speaker

Leadership in Research + Activism for Minorities

Mon., Dec. 5th / Six PM / Rotunda

Cato T. Laurencin, M.D., Ph.D.

Leadership in Competitive Fields

Wed., Dec 7th / Noon / Room B9

Jane M. Grant-Kels, M.D.

Balancing Leadership in Medicine and Family

Thurs., Dec 8th / Noon / Room B9

Jacqueline S. Nissen, M.D.

For more information, contact: Jen Brewer at brewer2@uchc.edu

Other stories from the [UConn Health Lifeline for Monday, December 5, 2016 >>](#)