

ASSIGNMENT OF RESPONSIBILITY AND MONITORING

(Section 46a-68-81)

January 2019

This section was in compliance in the previous filing of the University's *Plan*.

Subsection (a)

In accordance with statutory requirements, the appointing authority is accountable for promoting and enforcing diversity and affirmative action policies and ensuring compliance throughout the organization. The President, Dr. Susan Herbst, is the chief executive officer of the University and is responsible for carrying out and enforcing all policies and regulations adopted by the Board of Trustees for the operation of the University. As a Research I Institution of higher education, the University employs a Provost and Executive Vice President for Academic Affairs (Provost) who serves as the chief academic officer. Dr. Craig Kennedy serves as the Provost and Executive Vice President for Academic Affairs. The Deans of the Schools and Colleges, and the Vice Provosts, report directly to the Provost. The President and the Provost retain ultimate responsibility for the development, implementation and monitoring of the University's *Affirmative Action Plan*, and hold their senior staff accountable for achieving progress and for the success of the *Plan*.

Subsection (b)

President Herbst assigned responsibility for operational achievement of the University's *Affirmative Action* goals to Elizabeth Conklin, Associate Vice President of the Office of Institutional Equity. President Herbst has vested in her the authority, duties, and responsibilities necessary for the development, implementation and monitoring of the *Affirmative Action Plan*.

President Herbst and/or her Chief of Staff hold regular meetings with the Associate Vice President of the Office of Institutional Equity. Associate Vice President, Elizabeth Conklin, met regularly with Chief of Staff, Rachel Rubin, to discuss issues of human and inter-group relations, review of operational and administrative activities affecting the *Plan*, identification of obstacles in meeting goals of the *Plan*, nondiscriminatory employment practices, the legal authority for affirmative action, and the President's commitment to affirmative action. The President and her Chief of Staff review and are regularly briefed on the University's *Affirmative Action Plan* and continuing programming efforts.

Subsection (c)

Associate Vice President of the Office of Institutional Equity (OIE), Elizabeth Conklin, is designated as the Equal Employment Opportunity Officer for the University and reports directly to the appointing authority, President Herbst. As evidenced by the organizational charts, the Associate Vice President and Equal Employment Opportunity Officer reports directly to President Herbst, the appointing authority. Please see **ATTACHMENT A** for the organization chart.

Associate Vice President, Elizabeth Conklin, reports directly to President Herbst (appointing authority), on all matters concerning the *Plan*, affirmative action, discrimination and equal employment opportunity. Associate Vice President, Elizabeth Conklin, has access to all records and personnel necessary for the effective performance of duties. As the designated Equal Employment Opportunity Officer, Elizabeth Conklin is responsible for the development, maintenance, and monitoring of the University's *Affirmative Action Plan*.

As part of the Office of Institutional Equity's ongoing efforts to assist search committees and hiring managers in the development and execution of effective recruiting strategies, OIE researches, initiates and maintains contact with various recruiting resources focused on underrepresented and diverse populations. The External Communication section of this *Plan* discusses OIE's specific efforts. OIE staff maintains a list of organizations, associations, professional networks, and trade publications that search committees may utilize during the recruiting phase of searches. **ATTACHMENT G**, *External Communication and Recruitment Strategies* for the list. OIE also provides individualized assistance to search committees as requested.

During the *Plan* year, the Associate Vice President and Equal Employment Opportunity Officer regularly communicates with the University population, and advises the President and University leadership of developments in affirmative action law, civil rights, and social equity policy updates. The President and designated administrative staff are notified of all complaints investigated and adjudicated by OIE's EEO Investigators.

OIE staff present orientation and training sessions on policy changes and current developments in affirmative action related laws to employees; advise senior administration on affirmative action policies and procedures, as well as diversity issues and concerns; and monitor progress toward the University's affirmative action goals. Additional responsibilities include:

1. Training staff responsible for personnel functions in the various schools and colleges about affirmative action aspects of the search process;
2. Partnering with the Department of Human Resources on new employee orientation activities;
3. Developing and conducting mandated Diversity Awareness and Sexual Harassment Prevention Training for all University employees at the Storrs and Regional Campuses;
4. Developing and conducting training on inter-group relations, cross-cultural conflict and cultural competence in the University setting;
5. Developing and presenting mandatory search committee training for faculty and staff searches, and monitoring the recruitment, evaluation, and hire process;
6. Maintaining relationships with state and federal civil rights agencies;
7. Maintaining relationships with University internal and external communities;
8. Preparing State and Federal AA/EEO reports and statistical information.

Subsection (d)

As discussed in detail in previous approved *Plans*, the feasibility of an employee advisory committee was considered by University leaders. It was determined that the uniqueness of a

Research I institution's work environment called for a comprehensive internal body that could address the broad, University-wide matters related to issues of diversifying the faculty and staff workforce and improving the campus climate/work environment.

In 2016, The Office for Diversity and Inclusion (ODI) was created with a mission to advocate for access and equity across all University units, to welcome and celebrate the experiences of individuals regardless of background through innovative educational programs, and to transform campus climate to build a more welcoming and inclusive community.

[The Diversity Council](#) is a key component of the work of ODI. This council, established in May of 2016, composed of faculty, staff and students across all academic and administrative units on campus, is charged with the development and implementation of a multi-dimensional strategic and inclusion plan that supports the diversity core as stated in the academic plan and the six core recommendations of the Diversity Task Force and support the execution of initiatives that would further the University's goals of becoming a more inclusive community and a leader in diversity and inclusion in higher education. Additionally, the Council acts in an advisory capacity to University leadership on issues including increased recruitment and retention of underrepresented groups amongst the students, faculty and staff and using metrics to monitor progress on diversity through analysis and assessment and work to identify and disseminate best practices around the successful coordination and execution of diversity programs and initiatives across the University.

Five subcommittees of the Diversity Council focus on different areas of the Council's mission: Faculty and Staff Recruitment and Retention, Student Recruitment and Retention, Diversity Education and Training, Communication/Campus Climate and External & Community Partnerships.

Subsection (e)

Members of the [Diversity Council](#) are identified by name and position. The 35-person Council, led by Interim Chief Diversity Officer Dana Wilder, a black male includes five white males, eleven white females, two black males, seven black females, one Hispanic male, six Hispanic females and three Asian females. The Diversity Council meets quarterly with the subcommittees meeting regularly and members dedicating time as necessary. Copies of all Diversity Council minutes and all supporting documentation are retained as required by University and state records retention schedules. Please see **ATTACHMENT B** for the Diversity Council membership list.

Subsection (f)

Affirmative action duties are among the factors considered in the performance evaluations of all employees to whom such duties are assigned, and are one factor influencing the award of promotion, merit, and other benefits of employment subject to Chapters 67 and 68 of the Connecticut General Statutes. New program assessment and resource allocation models, which include diversity and affirmative action objectives, are also key components in evaluating achievement and performance.

Subsection (g)

No employee is treated punitively, coerced, intimidated, or retaliated against for discharging duties related to diversity and affirmative action. Employees who believe that they are being retaliated against for performing their stated affirmative action duties may file a complaint with the Commission on Human Rights and Opportunities (CHRO).

Subsection (h)

The following section discusses University offices and personnel with responsibilities related to developing or implementing the *Plan*.

Office of Institutional Equity

The Office of Institutional Equity (OIE) supports the University's commitment to affirmative action, diversity, multiculturalism, and social equity through functions that play educational, support and compliance roles at the University. OIE advises senior administration on institutional civil rights and social equity policies and issues. The Associate Vice President reports on these issues to the President and the Provost and Executive Vice President of Academic Affairs. OIE is charged with compliance function in the following major areas of focus:

1. monitoring employment systems (faculty and staff recruitment, hiring and retention);
2. pre-litigation discrimination case management;
3. Americans with Disabilities Act (ADA) compliance;
4. training and education relative to diversity awareness and sexual harassment prevention;
5. reporting and publishing the University's progress and compliance with affirmative action and equal employment opportunity regulations; and
6. Title IX compliance.

In addition, as a diversity resources unit, OIE provides subject matter expertise and training relative to ensuring non-discriminatory learning and working environments and recruitment and retention of diverse faculty and staff.

Monitoring Employment Systems

The EEO & Search Compliance staff in OIE substantively reviews search files for faculty and staff (classified and unclassified) at the pre-interview and pre-offer stages of the search process for compliance with AA/EEO regulations. At the pre-interview stage, the review ensures that a proactive recruitment strategy was implemented by the search committee and that disposition reasons for applicant ranking are qualification related, objective and specific.

The staff provides search committee training to search committees and administrators covering subjects such as the University's search process, search committee roles and responsibilities, best

practices for Affirmative Action and Equal Employment Opportunity compliance, good faith efforts in recruitment, evaluation and documentation of applicants and interviewing best practices. The staff also provides support and guidance to search committees, hiring departments, and search administrators and works collaboratively with Human Resources to ensure a fair and equitable search process.

Pre-litigation Discrimination Case Management

OIE's investigations are conducted by EEO investigators charged with fielding and objectively investigating complaints of discrimination and discriminatory harassment on the basis of legally protected characteristics. OIE's investigations determine whether employee conduct violates University non-discrimination policies, which have been drafted to provide protections aligned with current law. The investigators address inquiries and complaints made in-person, by telephone, e-mail, and regular mail ranging from employee requests for confidential consultations about options for action and relief, and/or to managers' calls for disparate treatment analyses of intra-office conflicts. OIE's investigators thoroughly investigate discrimination complaints, make determinations regarding discriminatory animus and violations of University policy, and follow statutory requirements regarding recommendations for remedial action when there is evidence of policy violations.

American with Disabilities Act (ADA) Compliance

The Office of Institutional Equity monitors the University's compliance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act. The Associate Vice President of OIE serves as the University's ADA Coordinator and Section 504 Coordinator. These statutes prohibit discrimination on the basis of disability in any service, program or activity. In particular, OIE has responsibility for:

- resolving allegations of discrimination based on disability
- overseeing and ensuring University compliance with all relevant laws and regulations related to the ADA and Section 504
- providing consultation, information and referral to appropriate resources for disability-related issues
- providing training regarding the ADA and Section 504

Training and education relative to diversity and sexual harassment prevention

Pursuant to General Statutes §46a-54, OIE provides ongoing Diversity Awareness and Sexual Harassment Prevention training to all permanent University employees. A report on training and attendance is provided in the *Internal Communications* section of this *Plan*. OIE also provides customized trainings to individual departments or groups of employees or students seeking further guidance or training around discrimination and/or harassment issues. Investigators also present tailored trainings, speakers or information sessions to a variety of groups upon request or where a specific need is evident based on complaint activity.

Reporting and publishing the University's progress and compliance with affirmative action and equal employment opportunity regulations

The EEO & Search Compliance staff, in compliance with §46a-68, prepares the University's annual *Affirmative Action Plan for Employment (Plan)* for submission to the Commission of Human Rights and Opportunities (CHRO). The *Plan* is also published in its entirety on the OIE [website](#) in an effort to apprise the University community of the progress of the annual Affirmative Action programming and compliance activities. Additionally, as a federal contractor, the University is required to have Affirmative Action Plans for Women and Minorities and Veterans and Individuals with Disabilities on file in compliance with Executive Order 11246, Section 503 of the Rehabilitation Act, the Vietnam Era Veterans Readjustment Act of 1974, and the Veterans Employment Opportunity Act of 1998. The EEO & Search Compliance staff prepare both Plans annually.

Title IX Compliance

The Associate Vice President of the Office of Diversity and Equity, Elizabeth Conklin, is designated as the University's Title IX Coordinator. OIE, the Title IX Coordinator and Title IX Investigators together monitor and track the University's compliance with Title IX and ensure that complaints of sex discrimination, sexual harassment and sexual violence are investigated and addressed appropriately by the University. Additionally, OIE works with the Division of Athletics and its consultants to monitor progress and activities relating to the University's Title IX – Gender Equity in Athletics Compliance Plan.

Department of Human Resources

The Department of Human Resources (DHR), in accordance with affirmative action requirements and state and federal anti-discrimination laws, administers the State Personnel Act, and the University's internal procedures and employment practices. DHR provides leadership in the development, implementation, and administration of sound human resources policies, procedures, and programs, which support the University's education and research mission. DHR consists of the following operating units: Administration, Employee Benefits, Workforce Solutions, Human Resources Information Systems and Data Management, Program Development and Communications, and Human Resources Operations.

Search and Hire Services

The Workforce Solutions Unit (WS) provides consultation services to the University community in the areas of recruitment, search, and hiring process for unclassified positions governed by the University's Board of Trustees and classified positions governed by the State Personnel Act. The Workforce Solutions Unit (WS) reviews and provides guidance on job descriptions and advertising materials to ensure job specifications and qualifications are free of discriminatory bias and to ensure that qualifications are bona fide, and that occupational qualifications are based on the primary duties of the job. WS advises departments on advertising and recruitment strategies with an emphasis on targeted affirmative action media; participates in recruitment activities to attract under-represented groups into noncompetitive classified positions; and

provides assistance on developing minimum and preferred qualifications that target a diverse population of applicants. WS also develops methods for tracking and reporting on diversity recruitment efforts.

Classification and Compensation

The WS unit is responsible for the administration of the classification and compensation systems used at the University, including both professional and statewide-classified merit systems. Workforce Solutions is responsible for evaluating position classification, maintaining the integrity of the classification systems and providing guidance to hiring administrators on appropriate compensation strategies.

Advising, Training and Education

The Department of Human Resources offers a comprehensive training and development program available to all University employees. The Department offers bi-weekly staff and annual faculty orientations to educate employees on the University's policies and procedures, including the University General Rules of Conduct.

DHR administers the tuition reimbursement/waiver programs for University employees; oversees various training and professional development programs including in-state service training, Interaction and Leadership program, and Caring about UConn. DHR also supports the performance management process by providing training and advice to supervisors to ensure performance is managed consistently and fairly.

Office of Faculty & Staff Labor Relations

The Office of Faculty and Staff Labor Relations (OFSLR) oversees faculty and staff labor relations for all University campus locations, except for the Health Center. OFSLR negotiates and administers collective bargaining agreements for faculty (AAUP), non-teaching professional staff (UCPEA/AFT-CT), graduate assistants (GEU-UAW) and the newly formed bargaining unit for the post-doctoral research associates. The office also assists the State of Connecticut Office of Labor Relations with the negotiation of statewide collective bargaining agreements that cover the University's classified employees, such as public safety (police and fire), maintenance and clerical personnel. OFSLR also provides on-site administration of these statewide agreements.

The OFSLR provides the University community with direction and guidance on effectively managing relationships with the numerous labor organizations that represent the University's workforce. This office collaborates with the Department of Human Resources, and the University administration, to ensure that personnel actions comply with University-specific and statewide collective bargaining agreements. OFSLR, through the Executive Director is responsible for maintaining human resources policies and actively participates in developing and enforcing workplace policies and procedures and supporting the University's ongoing compliance with the laws and regulations that govern the employment relationship.

OFSLR assists departments and labor unions with conflict resolution, grievance processing and the adjustment of other workplace disputes governed by collective bargaining agreements. In the event that workplace disputes cannot be resolved informally, OFSLR represents the University in labor arbitration and/or unfair labor practice hearings. Further, the OFSLR provides representation to the University in other administrative proceedings including matters pending before the Connecticut Commission of Human Rights and Opportunities (CCHRO), the U.S. Equal Employment Opportunities Commission (EEOC) and the Connecticut and United States Departments of Labor (DOL or USDOL). OFSLR's attorney members work under the director of the Executive Director and under the general direction and authority of the Office of the General Counsel. OFSLR also serves as the University's liaison to the Connecticut Attorney General for employment-related litigation matters that involve the University and/or its officials.

Office for Diversity and Inclusion

The Office for Diversity and Inclusion (ODI) provides leadership in the development and implementation of innovative programming and is responsible, in coordination with the ongoing compliance-related efforts of OIE, for the monitoring and evaluation of diversity efforts and their efficacy. ODI proactively and collaboratively develops and implements plans, programs, and activities that educate and motivate members of the University community to embrace diversity and inclusion as core values to be collectively practiced in the University. ODI works strategically with appropriate University units responsible for promoting and implementing equity and diversity programs in support of a working and learning environment free of discrimination, harassment and retaliation and for conducting investigations related to discrimination, harassment and retaliation, including the principles and compliance requirements of Title IX.

Individuals Assigned Affirmative Action Duties

The following summarizes the activities of those individuals for whom affirmative action functions comprised more than 50% of their job duties from October 1, 2017 to September 30, 2018.

Office of Institutional Equity

Elizabeth Conklin, Associate Vice President, Title IX Coordinator & ADA Coordinator

The University's designated Equal Employment Opportunity Officer. Reports to the President on policy issues, discrimination complaints, and all matters related to administration of the Affirmative Action Program. Advises the President, Provost and senior executives on civil rights policies and laws, administers the University's Affirmative Action Program including hiring goals, search file reviews, discrimination complaints, and publication of the Plan. Serves as coordinator for ADA, Section 504, and Title IX programs. Oversees each of OIE's areas of focus, including discrimination case investigations, campus-wide trainings for diversity and sexual harassment, coordination of employee requests for accommodations under the Americans with Disabilities Act, search and hiring affirmative action and equal employment opportunity compliance, and various diversity and harassment prevention initiatives. As Title IX Coordinator, coordinates the University's response to reports of sex-based discrimination, including sexual harassment and sexual violence. Works collaboratively with on and off-campus

partners on sexual harassment and sexual violence prevention and education efforts to ensure UConn's commitment to creating and maintaining a campus environment free from all forms of sexual violence, harassment, exploitation, and intimidation.

Percentage of time devoted to affirmative action duties: 100%

Sarah Chipman, Director of Investigations & Deputy Title IX Coordinator

Oversees OIE's investigations of claims of discrimination, harassment and retaliation, as well as campus-wide trainings for diversity awareness and sexual harassment prevention. Manages investigations of discrimination and harassment (including sexual violence, sexual harassment, intimate partner violence, and stalking) involving students at the University, as well as investigations involving employees. Assist the Title IX Coordinator with the University's response to reports of sex discrimination, as well as education and outreach efforts on campus related to Title IX.

Percentage of time devoted to affirmative action duties: 100%

Alexa Lindauer, EEO Investigator

Acts as an impartial, neutral investigator throughout all aspects of the investigation process at UConn Health and the Storrs campus, and ensures that all investigation activities and OIE decisions are consistent with University policies and procedures. Assists in developing, implementing, and evaluating goals and objectives related to affirmative action and equal employment opportunity matters. Assists with diversity, sexual harassment prevention and related training in accordance with University training mandates and state and federal statutes.

Percentage of time devoted to affirmative action duties: 100%

Jamilla Goolgar, EEO Complaint Specialist (50% UConn Health)

Acts as an impartial, neutral investigator throughout all aspects of the investigation process at UConn Health and the Storrs campus, and ensures that all investigation activities and OIE decisions are consistent with University policies and procedures. Assists in developing, implementing, and evaluating goals and objectives related to affirmative action and equal employment opportunity matters. Assists with diversity, sexual harassment prevention and related training in accordance with University training mandates and state and federal statutes.

Percentage of time devoted to affirmative action duties: 100%

Ann Randall, Paralegal & Legal Administrator

Assists the ODE's Case Managers and Director of Case Management in their investigations of complaints of discrimination and discriminatory harassment involving University employees and coordination of requests for accommodation under the Americans with Disabilities Act. Coordinates State and University mandated Diversity and Sexual Harassment Prevention training for University employees.

Percentage of time devoted to affirmative action duties: 100%

Joshua Rucker, Deputy ADA Coordinator

Ensures University compliance with the Americans with Disabilities Act (ADA), the Rehabilitation Act of 1973 and other relevant federal and state laws pertaining to individuals with disabilities. Collaborates with University leadership on disability issues to develop appropriate policies, procedures and processes that respond to the needs of individuals with

disabilities. Provides education, training and guidance to the University community in understanding disability access, rights, and responsibilities.

Percentage of time devoted to affirmative action duties: 100%

Hanna Prytko, EEO & Search Compliance Manager

Manages the University's EEO & Search Compliance unit, which is responsible for the development and implementation of University policies and procedures related to ensuring UConn's compliance with state and federal guidelines, regulations and laws related to equal employment opportunity and affirmative action in the search and hiring process. Responsible for developing the state and federal affirmative action plans for the University and UConn Health, producing various reports for monitoring workforce diversity goals and ensuring all state and federal reporting requirements are met. Provides guidance on the search process, search training and AA/EEO related projects.

Percentage of time devoted to affirmative action duties: 100%

Katherine Kenyon, EEO & Search Compliance Specialist

Responsible for the maintenance and accuracy of search files and related records that are essential to the operation of the office and the University's efforts to comply with Federal and State record-keeping requirements. Provides assistance to hiring managers and search committees in matters relating to the search process and works collaboratively with University departments and external auditors regarding compliance in the search process. Facilitates Search Committee training and state mandated Diversity and Sexual Harassment Prevention training for the University. Develops state and federal affirmative action plans and AA/EEO related projects.

Percentage of time devoted to affirmative action duties: 100%

Dorian Lord, EEO & Search Compliance Specialist

Responsible for the maintenance, accuracy of search files and related records that are essential to the operation of the office and the University's efforts to comply with Federal and State record-keeping requirements. Provides assistance to hiring managers and search committees in matters relating to the search process and works collaboratively with University departments and external auditors regarding compliance in the search process. Develops state and federal affirmative action plans and AA/EEO related projects.

Percentage of time devoted to affirmative action duties: 100%

Kevin O'Connell, Deputy Title IX Coordinator

Works with the Title IX Coordinator to ensure the University's compliance with regard to its response to reports of sex discrimination, sexual harassment and sexual violence (including sexual assault, intimate partner violence and stalking). Assists with identifying and addressing any patterns related to sex discrimination, and/or sexual violence, and assessing the campus climate. Collaborates with on and off campus partners to develop and implement prevention and education initiatives to ensure the University's commitment to creating and maintaining a campus environment free from all forms of sexual violence, harassment, exploitation and intimidation.

Kimberly Caprio, Title IX Support Specialist

Assists with collecting and analyzing data from reports of sex discrimination, sexual assault, sexual harassment, stalking, and intimate partner violence. Examines information about Title IX trends and issues and develops new initiatives based on these issues. Helps with the development and facilitation of various University education, awareness, and prevention programs and campaigns.

Percentage of time devoted to affirmative action duties: 100%

Deborah Redshaw, Titles IX Project Support Specialist & Budget Specialist

As Title IX Project Support Specialist, assists the Title IX Coordinator by working collaboratively with on and off campus partners on sexual harassment and sexual violence prevention and education efforts to ensure the University's commitment to creating and maintaining a campus environment free from all forms of sexual violence, harassment exploitation and intimidation. As Budget Specialist, assists the Associate Vice President in developing and monitoring the OIE departmental budgets and is responsible for reviewing and processing OIE's financial transactions and maintaining all related records.

Percentage of time devoted to affirmative action duties: 100%

Susan Hoge, Executive Assistant

Heads the OIE Operations Team and acts as Office Manager for OIE, provides a broad range of executive support to the Associate Vice President, assists the AVP with supervising personnel, and manages personnel records/procedures functions.

Percentage of time devoted to affirmative action duties: 100%

Department of Human Resources

Christopher Delello, Associate Vice President and Chief Human Resources Officer

As a key member of the University's leadership team, the Associate Vice President for Human Resources provides overall strategic HR vision and leadership for the University at Storrs, Farmington, and the regional campuses. Reporting to the Executive Vice President for Administration and Chief Financial Officer, the AVP for HR collaborates with the President, Provost, and Vice Presidents of the University to develop strategies related to human capital management and leadership development. The AVP provides leadership in policy development and implementation; and advises the administration on various human resources and labor relations issues including methods for supporting diversity objectives.

Percentage of time devoted to affirmative action duties: 80%

Aliza Wilder, Director of Human Resources

Under the administrative review of the Executive Vice President for Administration and Chief Financial Officer, plans, administers, and evaluates the University's diverse human resource programs; provides leadership in policy development and implementation; and advises the administration on various human resource issues including methods for supporting diversity objectives. Oversees internal operations to ensure effective and efficient service to constituents.

Percentage of time devoted to affirmative action duties: 80%

Renee Boggis, Associate Director of Human Resources

Under the administrative review of the Director of Human Resources, collaborates with and assists the director in the planning, administration and evaluation of the University's diverse human resources programs; provides leadership and guidance to the department's leadership team to ensure successful implementation of HR strategies, programs, and procedures while driving continuous improvements and fostering shared learning across the Department.

Percentage of time devoted to affirmative action duties: 80%

Michelle Fournier, Workforce Solutions Manager

Under the administrative review of the Associate Director of Human Resources, manages a wide range of support services to University departments on advertising, recruitment, and applicant referrals; administers wage and salary programs, and manages job analysis methodologies for the University. Establishes guidelines for salary adjustments, establishes job evaluation methodologies conducts market analysis, and ensures the integrity of the classification system. Develops methods for tracking and analyzing diversity efforts.

Percentage of time devoted to affirmative action duties: 80%

Jenny Cassells, Employment Specialist

Provides advanced guidance to the University community in employment, advertising, classification and compensation, and performance management strategies. Assists search administrators with procedures and strategies for recruitment. Counsels employees on career development and transition.

Percentage of time devoted to affirmative action duties: 80%

Shannon Page, Employment Specialist

Provides guidance to the University community in employment, advertising, classification and compensation, and performance management strategies. Assists search administrators with procedures and strategies for recruitment. Counsels employees on career development and transition.

Percentage of time devoted to affirmative action duties: 80%

Rebecca Myshrall, Employment Specialist

Provides advanced guidance to the University community in employment, advertising, classification and compensation, and performance management strategies. Assists search administrators with procedures and strategies for recruitment. Counsels employees on career development and transition.

Percentage of time devoted to affirmative action duties: 80%

Victoria Meacham, Employment Specialist

Provides advanced guidance to the University community in employment, advertising, classification and compensation, and performance management strategies. Assists search administrators with procedures and strategies for recruitment. Counsels employees on career development and transition.

Percentage of time devoted to affirmative action duties: 80%

Briana Williams, Human Resources Assistant/Classified Search Administrator

Provides services to the University community in employment, advertising, classification, and compensation. Assists search administrators with procedures and strategies for recruitment. Provides guidance on the administration of the classified bargaining union contracts and state merit rules and regulations, specifically as they relate to job postings, vacancies, and other employed-related areas.

Percentage of time devoted to affirmative action duties: 60%

John Paul LaCombe, Program Development and Communications Manager

Under the administrative review of the Associate Director of Human Resources manages a comprehensive organization and staff development program for the university community. Through the development and implementation of training and development programs, including, but not limited to, the University's Interaction and Leadership program, Caring About UConn, and New Employee and New Faculty Orientations, assists departments to become more efficient and effective service providers.

Percentage of time devoted to affirmative action duties: 60%

Johannah Gorgone, Human Resources Operations Manager

Under the administrative review of the Associate Director of Human Resources is responsible for the team providing front-line service and information to faculty, staff, and the general public related to benefits, employment and other departmental activities. Facilitates key responsibilities for the recruitment and onboarding of staff including coordination of advertising efforts, benefits enrollment, and support for new employee orientation. Provides sound guidelines and advice on human resources policies related to employee benefits by interpreting and clarifying policies, procedures, and contract language.

Percentage of time devoted to affirmative action duties: 60%

Vicki Fry, Interim Absence Management & ADA Manager

Under the administrative review of the Associate Director of Human Resources, is responsible for providing information and guidance to managers, supervisors and employees regarding ADA Workplace Accommodation and Compliance issues. The Manager is charged with processing and facilitating all requests for employee workplace ADA accommodations. The Manager also oversees the leaves of absence program, including FMLA, personal, military, educational, and other types of leaves as well as workers' compensation.

Percentage of time devoted to affirmative action duties: 100%

Patricia Geissler, Training Coordinator

Administers employee tuition benefit programs and the various union professional development programs.

Percentage of time devoted to affirmative action duties: 60%

Pamela Heath-Johnston, Program Development and Communications Consultant

Designs and develops comprehensive training and development programs for all university staff, including oversight of the university's Caring About UConn program, Conflict Mediation program, the State In-Service Training program and facilitation of employee retreats.

Participates in various university-wide committees designed to promote work-life and civility in the workplace.

Percentage of time devoted to affirmative action duties: 60%

Office of Faculty & Staff Labor Relations

Karen Buffkin, Executive Director of Employee Relations

Under the administrative review of the Associate Vice President and Chief Human Resources Officer, provides strategic leadership and direction for the University's employee and labor relations and collective bargaining functions. Oversees the University's official responses to CHRO and EEOC discrimination complaints. Under the general oversight of the University's General Counsel, also provides advice and counsel to the University community on various legal issues associated with the employment relationship and ensures the proper representation of the University's interests in employment-related proceedings and litigation. Serves as the University's Chief Labor Negotiator in collective bargaining with University-specific bargaining units.

Percentage of time devoted to affirmative action duties: 80%

Keith Hood, Director of the Office of Faculty & Staff Labor Relations

Under the administrative review of the Executive Director of Employee Relations, provides strategic leadership and direction for the University's labor relations and collective bargaining functions. Also provides advice and counsel to the University community on various legal issues associated with the employment relationship and ensures the proper representation of the University's interests in employment-related proceedings.

Percentage of time devoted to affirmative action duties: 80%

Kelly Bannister, Associate Director and Staff Attorney

Responsible for contract administration and grievance handling for the Faculty Union, the American Association of University Professors, the unit representing faculty and related professionals. Assists the Director in managing collective bargaining contract administration, Handles grievance and related labor employment proceedings, advises on performance evaluations, conducts disciplinary investigations, and defends the University's interests in grievances and before administrative bodies such as the CHRO and the Labor Board. Under the general oversight of the Executive Director, also provides advice and counsel to the University community on various legal issues associated with the employment relationship and ensures the proper representation of the University's interests in employment-related proceedings and litigation

Percentage of time devoted to affirmative action duties: 60%

Jessa Mirtle, Labor Relations Associate

Responsible for contract administration and grievance handling for all classified bargaining units and the UCPEA Unit representing non-teaching professionals. Advises on performance evaluations, conducts disciplinary investigations, and defends the University's interests in grievances. Under the general oversight of the Executive Director, also provides advice and counsel to the University community on various legal issues associated with the employment

relationship and ensures the proper representation of the University's interests in employment-related proceedings and litigation

Percentage of time devoted to affirmative action duties: 60%

Allison Cutler, Labor Relations Associate

Responsible for contract administration and grievance handling for all classified bargaining units and the UCPEA Unit representing non-teaching professionals. Advises on performance evaluations, conducts disciplinary investigations, and defends the University's interests in grievances.

Percentage of time devoted to affirmative action duties: 60%

Office for Diversity and Inclusion

Dana Wilder, Assistant Vice President for Diversity and Inclusion and Interim Chief Diversity Officer

Plans, develops, administers, and evaluates the University's diversity programs and works to advance University-wide efforts to recruit, develop, retain, and engage a diverse community of faculty, staff, and students with varied backgrounds and perspectives. Works with units that are responsible for equity and diversity programs to support a campus environment that is free of discrimination, harassment and retaliation.

Percentage of time devoted to affirmative action duties: 80%

Elsie Gonzalez, Director of Diversity and Inclusion Initiatives

Develops and facilitates inclusion programs and initiatives while sustaining partnerships across the University and beyond. Develops programming that provides support to ODI's efforts to cultivate a more diverse and inclusive academic community for all students, faculty and staff as well as to further the University's strategic priority of inspiring and developing student leaders to live and work in an increasingly diverse global community. Coordinates the Native American Cultural Program (NACP), which provides support, advocacy, and resources to both Native American students and students interested in the Native American culture through partnerships with UConn faculty, staff, and cultural centers, as well as with the local community and local tribes.

Percentage of time devoted to affirmative action duties: 80%

Additional University Personnel

President Susan Herbst holds the ultimate responsibility to ensure that the University's affirmative action and equal employment opportunity objectives are accomplished. The President and members of her senior administrative team including Rachel Rubin, Chief of Staff, and Michael Kirk, Deputy Chief of Staff, devote substantial time and efforts to ensure affirmative action and equal employment opportunity are instilled in all aspects of the operation of the University. Regarding the academic operations, the Provost and Executive Vice President for Academic Affairs dedicates significant time to monitoring all academic functions related to employment, promotion, retention and recruitment to make certain they are conducted in accordance of affirmative action principles and policies.

Additional personnel at the Vice President/Provost, Dean, Department Head and Search Committee level spend a significant portion of their time on Affirmative Action. Vice Presidents/Provosts, Deans, and Department Heads are responsible for monitoring and applying Affirmative Action and Equal Employment Opportunity in searches and promotions they oversee, and in creating an inclusive environment free from discrimination within their departments.

Specifically, Vice Presidents/Provosts and Deans are responsible for charging their respective search committees with their objective for the search. This charge will include a directive for aggressive recruiting of underrepresented candidates and ensuring applicants are evaluated objectively based on the qualifications. Search committee members and search administrators are responsible for conducting an aggressive recruitment effort to reach underrepresented candidates and evaluating candidates in an equitable manner free from discrimination.

It is ultimately the responsibility of the President and Provost to ensure these objectives are accomplished. The President has specifically designated the Associate Vice President of the Office of Institutional Equity as the person responsible for working towards and achieving Affirmative Action and Equal Employment Opportunity at the University.

Subsection (i)

The University of Connecticut has established internal program evaluation mechanisms to continually audit, monitor and evaluate programs in the University's affirmative action program. The President (the appointing authority), the Provost and Executive Vice President for Academic Affairs (Provost), and the Associate Vice President of the Office of Institutional Equity (the institution's Equal Employment Opportunity Officer) have established and implemented a system that provides for goals, timetables for goals and initiatives and for periodic evaluations.

As an integral part of the evaluation effort, the University considered the following:

1. Conducting an ongoing review and evaluation of the University's progress towards the goals of the affirmative action plan with the evaluation directed toward results accomplished, not only at efforts made;
2. Establishing a system for evaluating supervisor's performance on affirmative action consistent with chapters 67 and 68 of the Connecticut General Statutes; and
3. Reviewing the affirmative action plan annually with the Equal Employment Officer providing an annual report to the President, the Provost and the Chief of Staff, containing the overall status of the program, results achieved toward established objectives, identification of any particular problems encountered and recommendations for corrective actions as needed.

The following summarizes the University's internal evaluation process and the results for this *Plan* period.

1. Conducting an ongoing review and evaluation of the University's progress towards the goals of the affirmative action plan with the evaluation directed toward results accomplished, not only at efforts made.

Progress toward the hiring and programmatic goals of the 2017 *Plan* was an integral part of ongoing discussions throughout the *Plan* year. The Associate Vice President for the Office of Institutional Equity has continued to review goal achievement on a regular basis, and has presented verbal and/or written reports to the President and Provost. At regular meetings of the leadership team, President Herbst frequently required direct reports to summarize their respective divisions' progress on affirmative action and diversity goals. These meetings were in addition to the regular meetings between the President's Chief of Staff and the University's Equal Employment Opportunity Officer regarding administration of the affirmative action function, and progress and challenges in meeting affirmative action goals, initiatives, and discrimination complaint matters.

Associate Vice President Conklin presented at Council of Deans and Department Head meetings during the *Plan* year to support and advance hiring initiatives and held regular meetings throughout the *Plan* year with the Provost and his staff regarding aggressively advancing affirmative action particularly in the context of the recruitment and hiring process.

During the 2018 *Plan* year, the Office of Institutional Equity continued to inform senior leadership of workforce statistics and trends. On December 5, 2017, Associate Vice President Conklin presented a detailed analysis of the faculty and staff workforce to the Council of Deans. As in previous annual reports, the current *2017 Workforce and Hiring Diversity Data Update* focused on the total faculty and staff workforce and workforce trends through analysis of new hires, applicants, and recruitment efforts. The detailed examination of both faculty and staff data allowed for a baseline (benchmark) assessment of workforce demographics. Charting new hires and applicants provided a quantitative analysis with statistical and graphical representations specific to applicant pools and hiring activity, including – by race and gender – data about candidates who withdrew from searches and candidates who declined offers and a picture of the effects of the search and recruitment process on the workforce. Workforce and applicant data was presented in both individual and comparative formats.

Additionally, this report examined staff and faculty separations, providing a quantitative analysis of employment transactions and a broad overview of the categories of employee separations. The reports were distributed and made available on the OIE [website](#) for further dissemination. Please see **ATTACHMENT C** for a copy of the report.

Capitalizing on the findings of these reports, efforts were taken by Deans, Department Heads and Hiring Managers to increase the diversity of applicant pools through emphasis on recruitment strategies, enhanced training on search committee obligations and individual school/college initiatives. Additionally, search committees and hiring managers continued to prioritize constructive discussions on non-traditional proactive recruitment efforts.

In this *Plan* year, the Office of Institutional Equity (OIE) continued to collaborate with the Department of Human Resources (DHR) to maintain the process for review and approval of

searches. The search procedures include a requirement that each hiring department leader certify to OIE that each search meets good faith, affirmative action, and diversity standards. All searches undergo an in-depth review prior to interview and hire of applicants. Hiring departments are required to submit information regarding recruitment, qualifications, and applicant evaluation to OIE, prior to interviewing and hiring applicants, using the on-line application system, Recruiting Solutions. This system includes many features such as the ability to identify search committee members, search and organize applicant records, track communication with applicants, and compile aggregate applicant pool data. Additionally, Recruiting Solutions provides OIE with a portal to view data and documentation for an affirmative action review and to intervene in a search that is deficient. Search files maintained in Recruiting Solutions are the official search record for the University and contain all detailed information regarding the hiring process.

During the 2018 *Plan* year, the University was able to make several significant hires of underrepresented and diverse candidates. Following a national search with a diverse applicant pool, a Hispanic male was hired as a University Director in the role of Attending Veterinarian and Director of Animal Care Services for UConn Storrs and regional campuses. White females were also hired into the Executive/Management category as Executive Director in HR & Organizational Development, University Director in Financial Aid and As Deans of the School of Nursing and University Libraries.

Focused recruitment efforts resulted in several notable hires of black and Hispanic faculty in fields where diverse candidates are historically underrepresented. A black male was hired as an Assistant Professor in Digital Media and Design and a black female was hired as an Associate Professor in the Law School. Two Hispanic males were hired in the Educational Leadership department as Assistant Professors and one Hispanic male Assistant Professor was hired in Animal Science.

White females were hired into various faculty ranks into traditionally male dominated fields of Plant Science and Landscape Architecture. Materials Science, Accounting, Mechanical Engineering and Digital Media and Design.

The Department of Public Safety continued to successfully recruit and hire diverse candidates. A black female and two Hispanic males filled three Police Officer positions. Additionally, a white female was hired as a Firefighter.

The Division of Athletics hired a black female as the division's Chief Operating Officer following a national search.

2. Establishing a system for evaluating supervisor's performance on affirmative action consistent with chapters 67 and 68 of the Connecticut General Statutes

In an academic institution, Deans are central leadership figures who establish goals, monitor progress, and set the tone and direction for their respective academic divisions and units. During the 2018 *Plan* year, the Provost continued to hold the Deans (his direct reports) accountable for progress and achievements relative to affirmative action, compliance, and

diversity. As in past years, the Provost embedded diversity into the performance evaluations of his direct reports and mandated that Deans take a more proactive approach to increase hires into under-represented populations in their respective units. Leaders of academic departments (hiring managers), in turn, were instructed to monitor the hiring process within their own units, and certify that appropriate EEO/AA standards had been applied throughout the hiring process. As a supplementary accountability mechanism relative to faculty hires, The Office of the Provost included formal approval by the Provost's office prior to offer approval by OIE and DHR. Further, academic hiring managers were required to provide detailed rationale for the hire and rejection of finalists. The additional scrutiny ensured a proactive approach toward diversity and affirmative action goals.

As in prior *Plan* years, the University continues to vest more responsibility in the Deans, Directors, and other key leaders to achieve affirmative action goals in the workforce. In addition, the University's search and hiring procedures include a series of checks and balances to ensure that the law and spirit of affirmative action is applied throughout the recruiting and selection phase of searches. OIE reviews all search files prior to interviews, and before offers are extended, and withholds approval if the search documentation indicates procedural deficiencies or a lack of good faith effort.

Candidates interviewing for high-level managerial positions are asked to respond to inquiries regarding their competence and achievements in diversity, including their ability to work in a diverse environment. Job postings for positions in management, faculty and staff have included achievements related to diversity issues as a factor in application evaluation.

As described above, executives and managers have continued to utilize a mixture of the following techniques in reviewing their managers and supervisors: staff and individual meetings; periodic memoranda; information gathered during the search process; reports generated by OIE and within their units; monitoring of discrimination and sexual harassment complaints; monitoring of job descriptions within their responsibility; and consultations with hiring departments during searches. Also, please refer to items (4) and (6) below for additional information about the types of materials used for evaluating executive and managerial performance.

All of the above activities and mechanisms demonstrate strong commitment to affirmative action and diversity, and reaffirm the expectation that senior managers will be evaluated and held responsible for progressing in this area.

3. Reviewing the affirmative action plan at least annually with the Equal Employment Officer providing an annual report to the President, the Provost and the Chief of Staff, containing the overall status of the program, results achieved toward established objectives, identification of any particular problems encountered and recommendations for corrective actions as needed.

As in past years, through regularly scheduled meetings with the President's Chief of Staff throughout the *Plan* year, Associate Vice President Conklin apprised the President of the progress toward goals and objectives established in the *Plan*. Furthermore, Associate Vice

President Conklin identifies specific problems and provides recommendations for any necessary corrective action.

Associate Vice President Conklin provides the President and Provost an *Affirmative Action Plan Executive Summary* for review and discussion. The *2018 Executive Summary* provides an analysis of hiring goal achievement, an evaluation of the program goals and an explanation of the new goals set for the new *Plan* year. Additionally, this *Executive Summary* builds on the *2017 Workforce and Hiring Diversity Data Update Report* and includes quantitative representation of the workforce, new hires and applicants based on the affirmative action *Plan* year. President Herbst and Provost Kennedy consistently request information regarding those hiring departments that show improvement, and takes note of those that are succeeding and those that appear to be stagnant. Further discussions concern grievance procedures and discrimination complaints, contract compliance, organizational structure and staffing needs, and various programs and projects relevant to the affirmative action program. Please see **ATTACHMENT D** for a copy of the *2018 Executive Summary*.

The President's Chief of Staff receives monthly briefings regarding all complaints investigated and/or adjudicated by the EEO Investigators of the Office Institutional Equity. The President and Provost are notified of all decisions regarding complaints and receive copies of all Finding and Recommendations. These regular meetings routinely include discussions of trends with respect to both hiring and discrimination complaint activity.

The President and the Associate Vice President for the Office of Institutional Equity review the *Plan* prior to its submission to the Commission on Human Rights and Opportunities (CHRO). Additionally, OIE submits periodic updates regarding progress on various elements of the *Plan*, including goal achievement, to the President, Provost and Executive Vice President for Academic Affairs, and other senior executives.

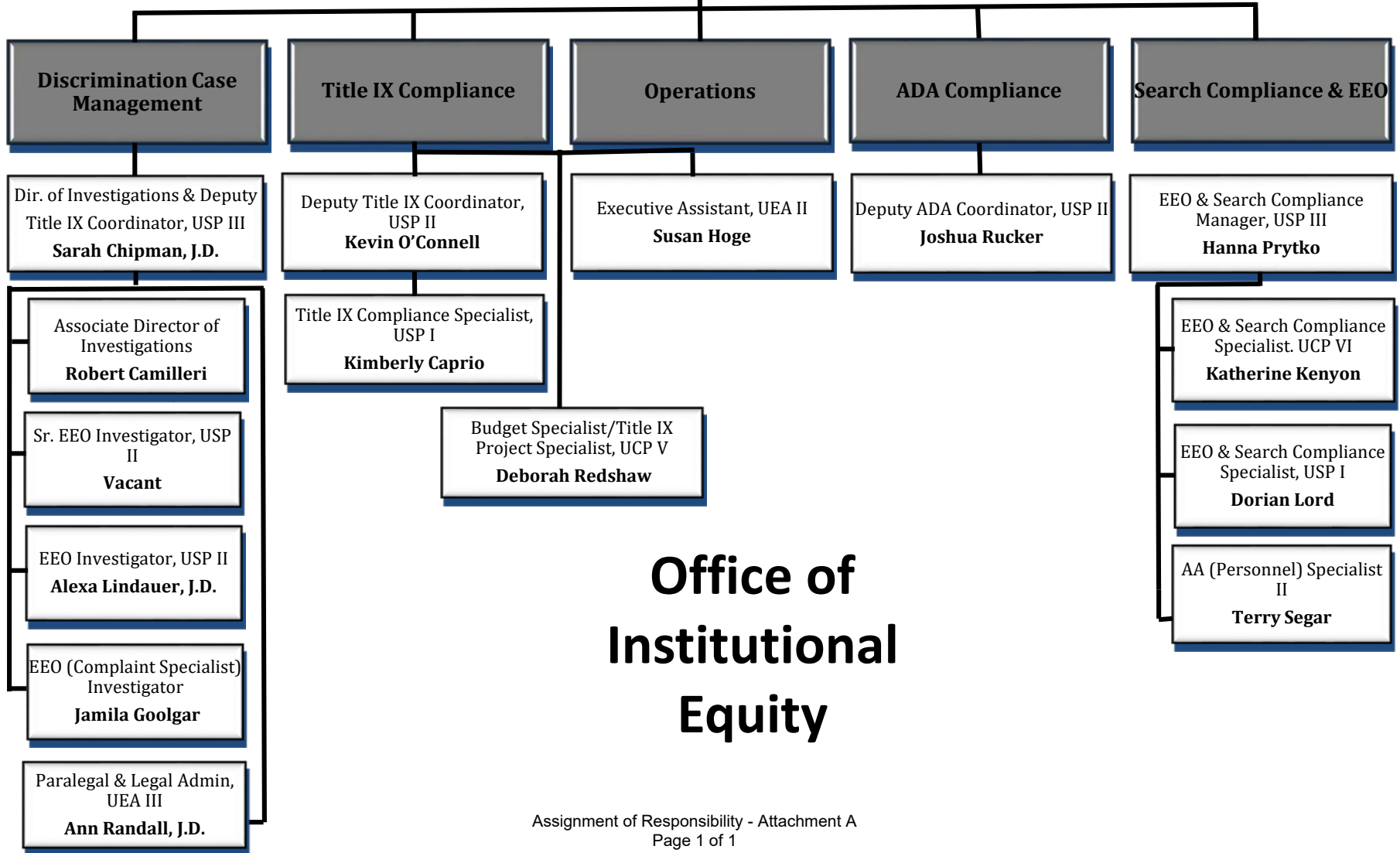
All employee groups are free to comment on any aspect of the *Plan* or program, according to their interests. OIE requests that comments and inquiries regarding the *Plan* be submitted no later than September 30 of each year, so that these matters can be referenced in the respective year's *Plan*, as noted in the Policy Statement, Internal Communications, and External Communications sections of this *Plan*.

After completing the *Plan* according to CHRO standards, OIE conducts microanalyses to identify broader observations and patterns. OIE regularly performs in-depth reviews of the search and hiring system, and conducts other large-scale studies of systemic components of the program.

President
Dr. Susan Herbst

CEO & Executive Vice
for Health Affairs
Dr. Andrew Agwunobi

Associate Vice President
Title IX Coordinator, ADA Coordinator
Elizabeth Conklin, J.D.



Office of Institutional Equity

University Diversity Council

The University of Connecticut Diversity Council was established in May 2016 by President Susan Herbst and is charged with the development and implementation of a multi dimensional strategic diversity and inclusion plan that supports the diversity core value as stated in the academic plan and the six core recommendations of the Diversity Task Force.

Facilitated by Interim Associate Vice President and Chief Diversity Officer, Dana Wilder, the Council is composed of faculty, staff, and students across all academic and administrative units on campus. The council also supports the execution of initiatives that would further the University's goals of becoming a more inclusive community and a leader in diversity and inclusion in higher education.

The Council will additionally act in an advisory capacity to University leadership on issues including but not limited to student outreach and programmatic initiatives, expanding options related to diversity in the curriculum and across academic units, increased recruitment and retention of underrepresented groups amongst the students, faculty and staff, and utilizing metrics to monitor progress on diversity through analysis and assessment.

Members of the Diversity Council will also work to identify and disseminate best practices around the successful coordination and execution of diversity programs and initiatives across the University.

Membership

Jennifer Akosa
Zahra Ali
Jill Anderson
Carolle Andrews
Sarita Arteaga
Gregory Bernard
Stuart Brown
Edna Comer
Elizabeth Conklin
Joseph Cooper
Alice Fairfield

Maria-Luz Fernandez
Michael Gilbert
Lucy Gilson
Kim Giwa
David Henderson
Teresa Johnston
Donna Korbel
Mona Lucas
Maria Martinez
Elizabeth Omara-Otunnu
Ajhanai Newton
Avolyn Nieves
Katherine Martin

Merlita Murphy
Noemi Maldonado Picardi
Jose Luis Ramos
Hans Rhynhart
Roxanne Roy
Cathy Schlund-Vials
Marie Smith
Adrienne Swinney
Mei Wei
Aliza Wilder
Edvin Yegir



WORKFORCE AND HIRING DIVERSITY DATA UPDATE

DECEMBER 5, 2017

Introduction

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

This report includes the faculty and staff workforce, new hires (2016-2017), applicant pool data, historical faculty hiring data, IPEDS data and individual school applicant and hiring analyses. This report updates the critical data and provides analysis and insight.

About the data

The data includes demographic information organized by race and gender. The demographic profiles are obtained through voluntary self-identification by employees and applicants. The data specific to applicants and hiring reflects the time period of October 1, 2016—September 30, 2017. The information in this report is compiled by OIE utilizing data from the Department of Human Resources CORE-CT system

Key Definitions:

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

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

Workforce: Faculty or staff (as defined above) employed as of September 30, 2017

New Hires: Faculty or staff hired within the 12 month period of October 1, 2016—September 30, 2017

Comparative data was obtained from U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS) from the Department of Institutional Research.

Race and Ethnicity Definitions*

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

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

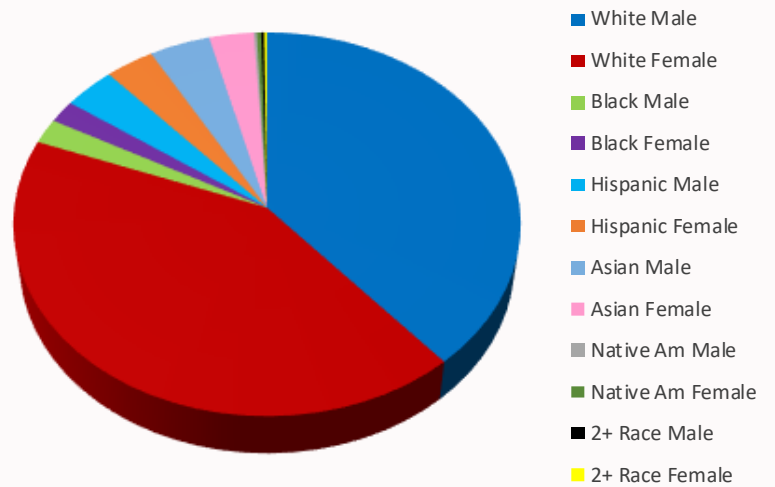
The Workforce

Of the combined workforce of 4143:

- 68.0% are Staff
- 29.8% are Faculty
- 2.2% are Executive/Management

The combined workforce is:

- 80.6% White
- 4.0% Black
- 7.0% Hispanic
- 7.4% Asian
- 0.6% Native American
- 0.4% Two or More Races.
- ◆ 51.3% female and 48.7% male
- ◆ White females are the largest group at 42.1%



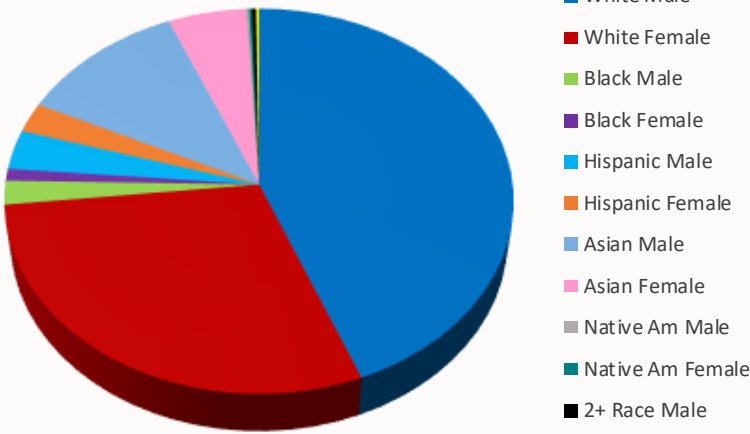
Faculty

◆ 1168 tenure and tenure-track and 67 clinical faculty

The faculty workforce of 1235 is:

- 73.3% White
- 3.0% Black
- 5.7% Hispanic
- 17.1% Asian
- 0.3% Native American
- 0.6% Two or More Races

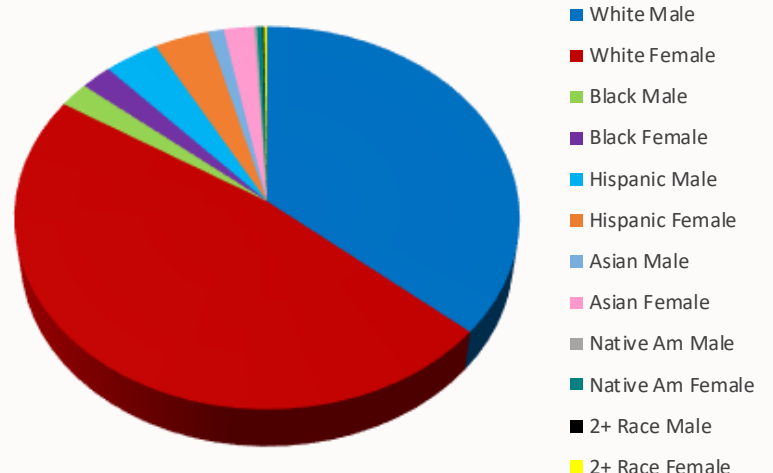
- ◆ 329 minority faculty comprise 26.6% of the total faculty workforce
- ◆ 39.4% female and 60.6% male
- ◆ White males are the largest group at 43.6%
- ◆ Black females are the least represented at 1.0%.



Staff

The staff workforce of 2816 is:

- 83.9% White
- 4.3% Black
- 7.6% Hispanic
- 3.2% Asian
- 0.6% Native American
- 0.4% Two or More Races
- ◆ 56.5% female and 43.5% male
- ◆ 454 minority staff comprise 16.1% of the staff workforce
- ◆ White females are the largest group at 47.7%
- ◆ Asian males are the least represented at 1.1%

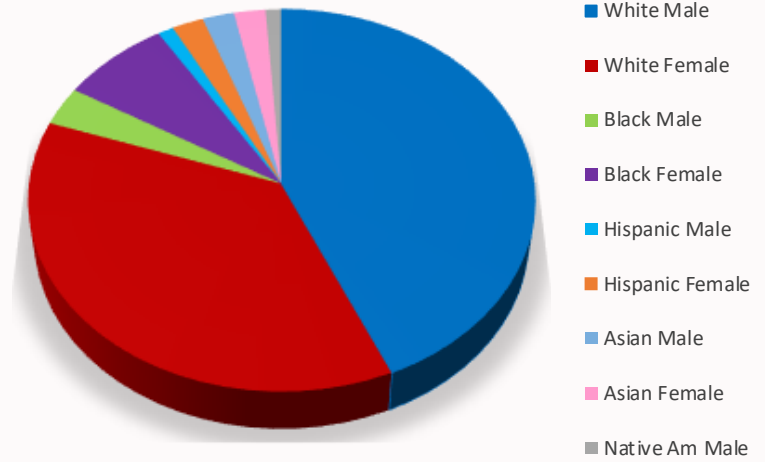


*Minority includes Black, Hispanic, Asian, Native American and Two or more races

Executive/Management

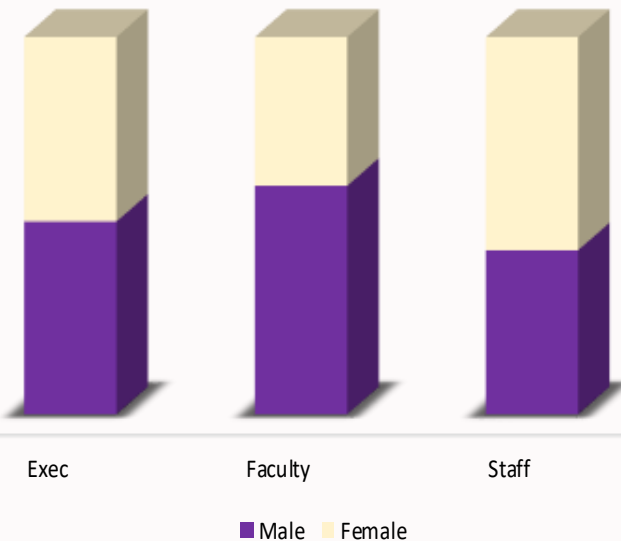
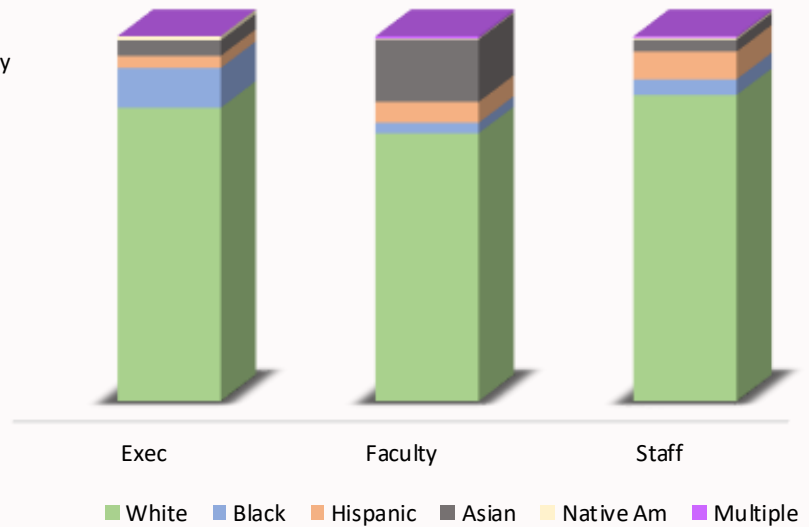
The executive/management workforce of 92 is:

- 80.4% White
- 10.9% Black
- 3.3% Hispanic
- 4.3% Asian
- 1.1% Native American
- ◆ 48.9% female and 51.1% male
- ◆ White males are the largest group at 43.5%
- ◆ 18 minority executives comprise 19.6% of the Executive/Management workforce
- ◆ The Hispanic representation increased due to a Hispanic male promotion



Where is our diversity?

- The Executive/Management category has the highest representation by percentage of black (10.9%) and Native American (1.1%) employees
- Asian is the largest percentage of faculty after white at 17.1%, but the lowest for staff at only 3.2%
- The highest concentration of Hispanics is within staff at 7.6%.
- Black faculty represent 3.0%, the lowest percentage as compared with staff and Executive/Management
- There are 37 black faculty members, 120 staff and 10 Executive/Management for a total of 167.
- A Hispanic male was promoted into the Executive/Management category (no Hispanic males hired since 2004)*



- Staff is the only category where females outnumber males
- Black males and females each represent less than 2% of the faculty, at 1.9% and 1.0% respectively
- The Executive/Management category has the largest representation of black males and females at 10.9%
- Females in faculty and executive/management show no change but decreased by 1.5% in staff
- Black female faculty are not represented in CAHNR, Business or Pharmacy
- Black male faculty are not represented in Law, Nursing, or Pharmacy

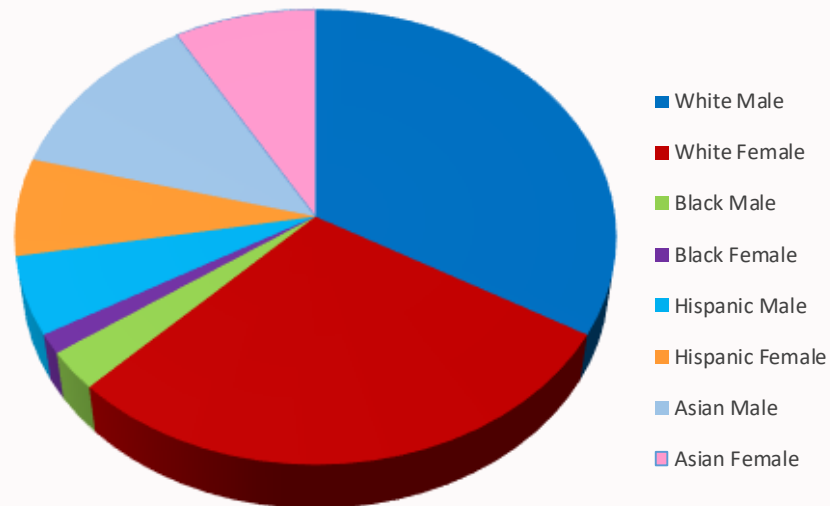


** OIE began archiving compiled workforce data for AA Plan purposes in 2004. Historical data prior to 2004 is available from Human Resources

2017 New Hires

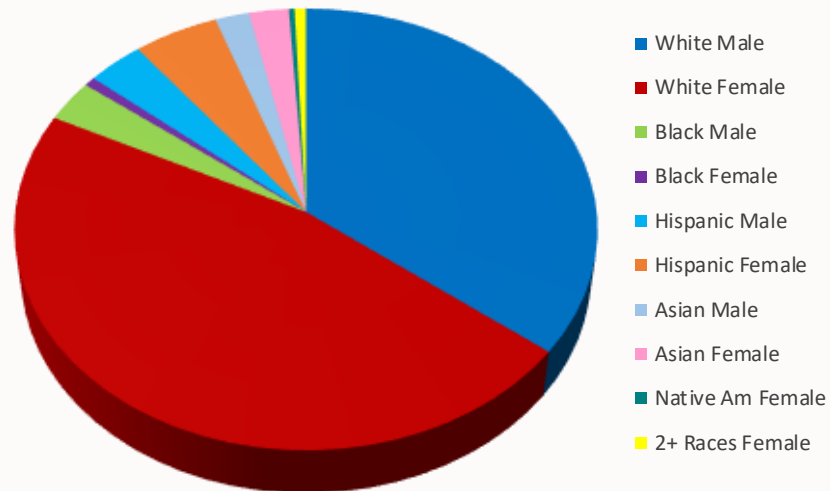
Faculty

- 72 new hires: 64 Tenure –Track and 8 Clinical
- 53.8% female and 46.2% male
- 2 black males and 1 black female hired, a decrease from 3 black males and 3 black females in 2016
- 2 black males were hired in Business and Education
- 1 black female was hired in Fine Arts
- 24 white males hires comprised the largest group at 33.3%, a significant increase from 21.1% in 2016
- 4 Hispanic males and 5 Hispanic females are 12.9% of the hires, a significant increase from 5.6% in 2016
- Hispanic females were hired in Business, CLAS, CAHNR and Nursing
- Hispanic males were hired in CLAS, Engineering and Pharmacy



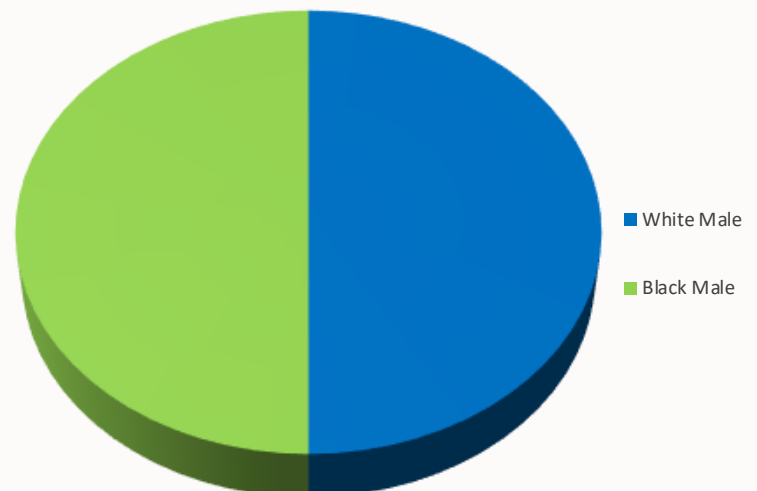
Staff

- 294 new hires
- 82.3% of new hires were white, an increase from 75.0% in 2016
- 58.2% female and 41.8% male, an increase of 6% for females
- White females were the largest group at 46.9%, increasing from 38.8% in 2016
- 2 black females (0.7%) were hired, a decrease from 9 hires (3.9%) in 2016
- Hiring in minority groups decreased from 2016:
 - Black: 7.3% to 3.7%
 - Hispanic: 11.2% to 8.5%
 - Asian: 6.5% to 4.4%



Executive/Management

- 2 new hires:
 - 1 white male Associate Vice President
 - 1 black male Associate Vice Provost
- No females hired



Applicants for 2017 Searches

Faculty (Tenure-Track & Clinical)

4324 total applicants:

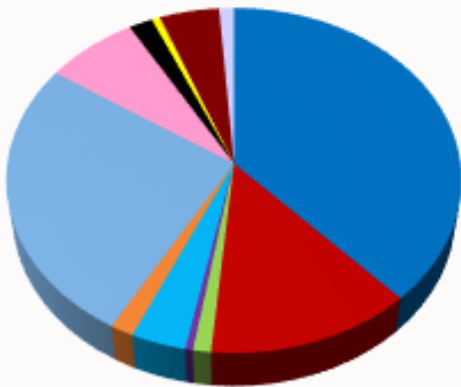
- 51.4% white
- 1.7% Black
- 5.1% Hispanic
- 33.5% Asian
- 2.5% 2+ Races
- 5.8% Unknown
- 75.5% Male
- 24.5% Female

Interview pool:

- 51.6% White
- 1.6% Black
- 6.7% Hispanic
- 31.6% Asian
- 1.6% 2+ Races
- 6.9% Unknown
- 66.7% Male
- 33.6% Female

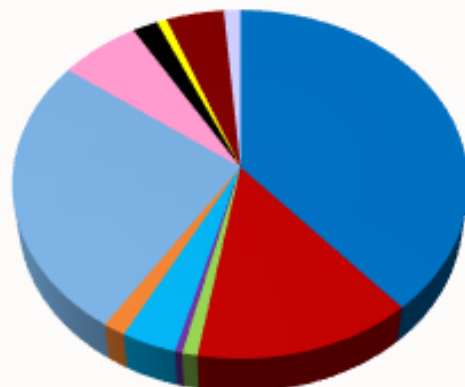
- Female applicants decreased from 32.3% in 2016
- Black applicants decreased from 3.5% in 2016
- Black applicants are 1.7% of the total pool, 1.6% of the interview pool and 3.8% of hires
- Hispanic applicants are at 5.1% of the total pool, similar to 2016 but increased to 6.7% of the interview pool (4.1% in 2016) and 12.5% of the hires (11.2% in 2016)

Total Applicants



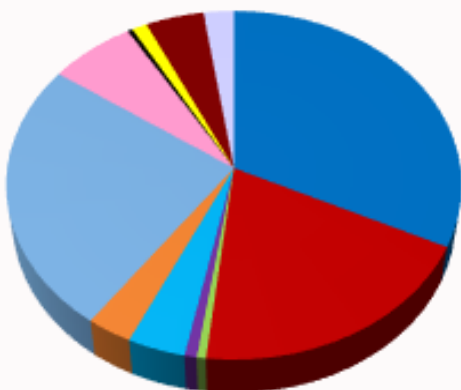
- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- 2+ Races Male
- 2+ Races Female
- Unknown Male
- Unknown Female

Qualified*



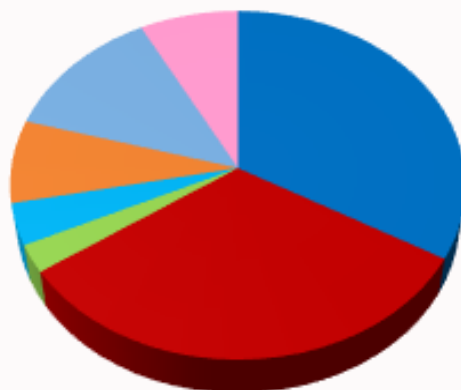
- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- 2+ Races Male
- 2+ Races Female
- Unknown Male
- Unknown Female

Interviewed



- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- 2+ Races Male
- 2+ Races Female
- Unknown Male
- Unknown Female

Hired



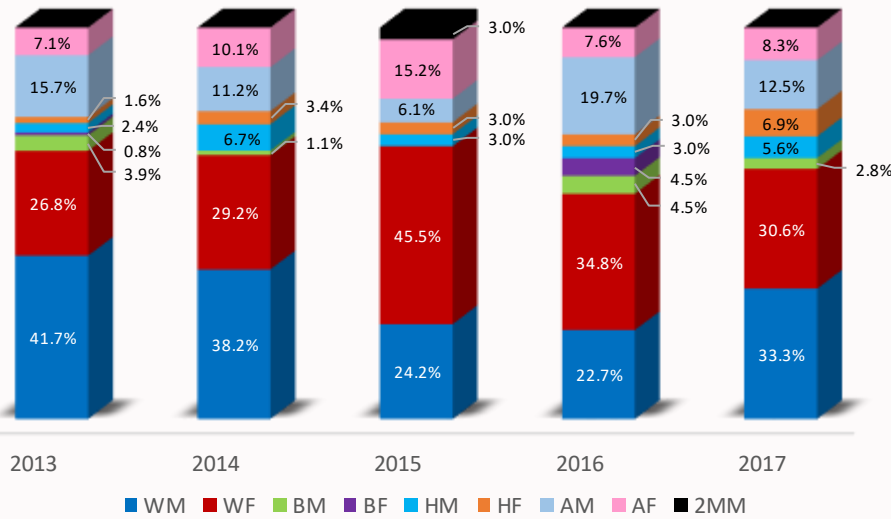
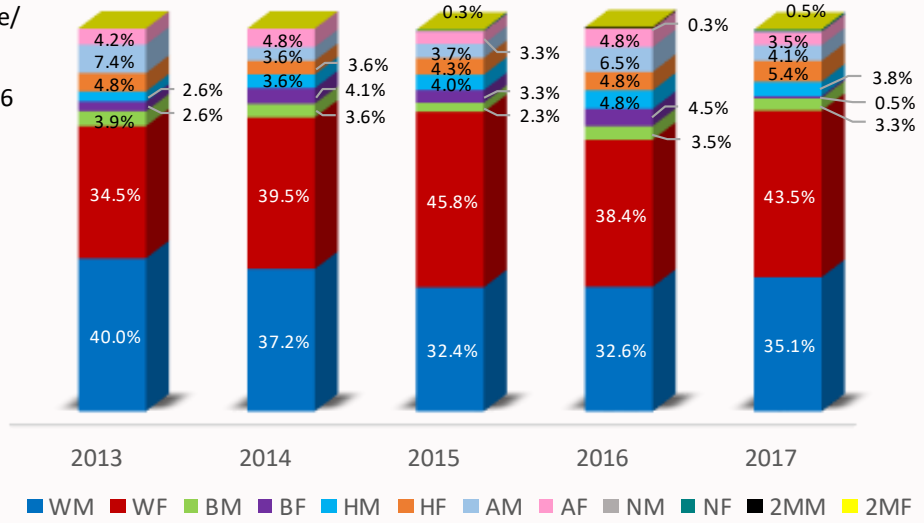
- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- 2+ Races Male
- 2+ Races Female
- Unknown Male
- Unknown Female

*Qualified includes applicants ranked Qualified and Interview in Recruiting Solutions 9.1

Hiring: A Five Year Picture (2013-2017)

Total Workforce

- Hiring in the black, Hispanic male and Asian female race/gender categories decreased from 2016
- White male and female hiring both increased from 2016 by 2.5% and 5.1% respectively
- Black females comprised 0.5% of the hires, decreasing from 4.5% in 2016
- Hires of black males and females combined decreased from 8.1% in 2016 to 3.8%
- Hires of Hispanic females has increased annually since 2013

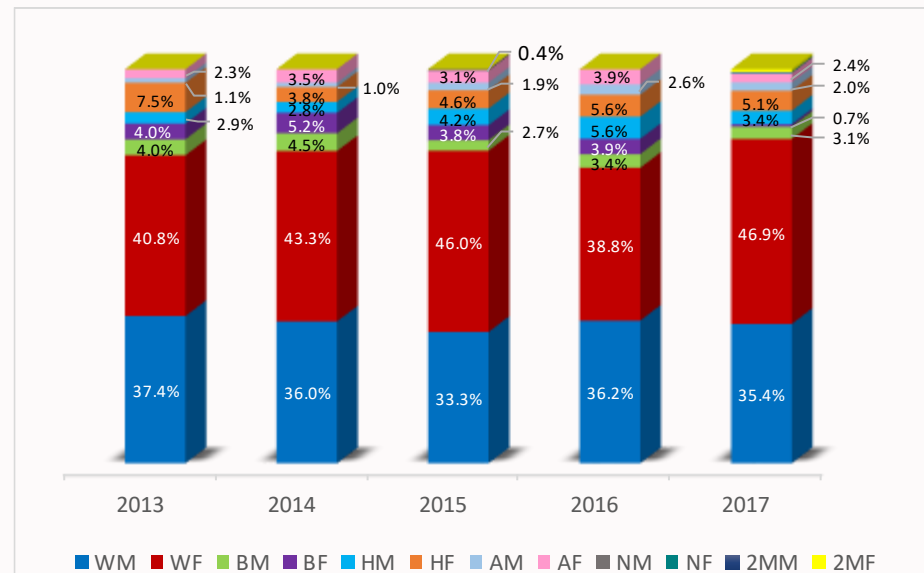


Faculty

- White female hires continue to decrease since 2015: 45.5% in 2015, 34.8% in 2016, 30.6% in 2017
- Black females were not hired in 2014 and 2015
- Black male hires fluctuate significantly yearly, ranging from 4.5% to 0
- Hispanic male and female hires increased significantly following 2 years of no changes

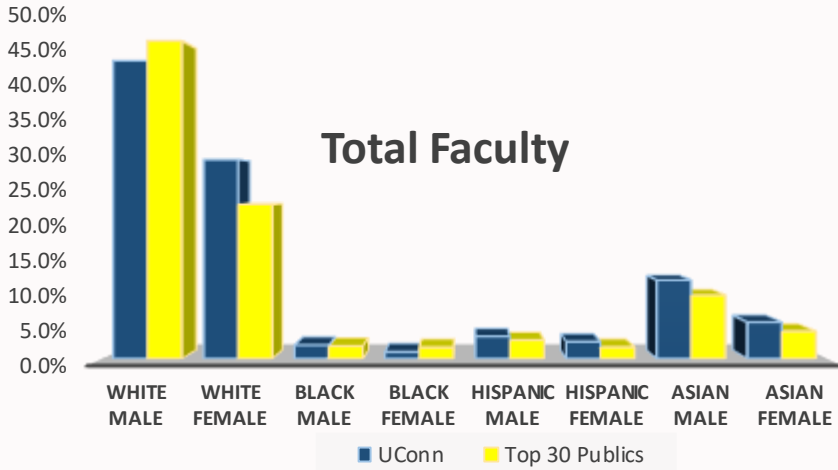
Staff

- White male hires have little fluctuation
- White female hires are at the highest since 2013
- Black female hires continue a decreasing trend
- In 5 years, black, Hispanic and Asian hires have not changed significantly
- All minority group hires decreased following a significant increase in 2016



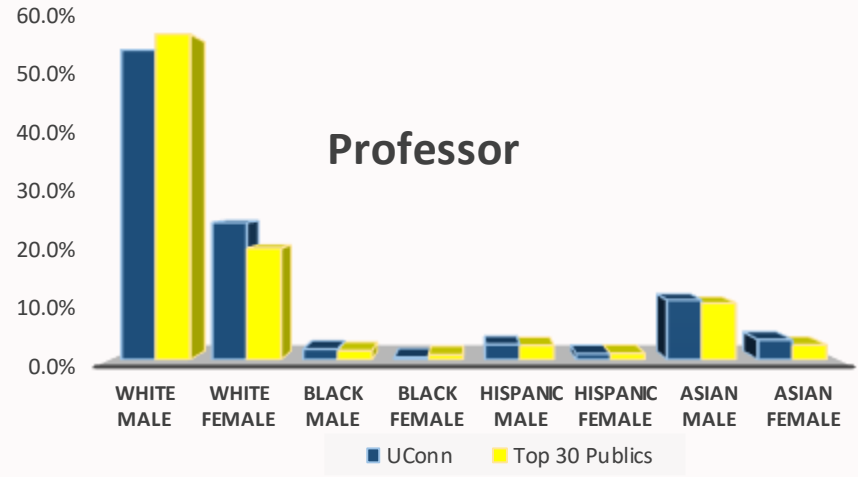
Looking Out: How Do We Compare?

UConn's faculty workforce is consistent with our peers in most race/gender categories in the total faculty comparison. The comparisons of each rank consistently show the same differences, with the most significant difference for black females. At the Assistant Professor level, the data shows larger differences for more race/gender categories.

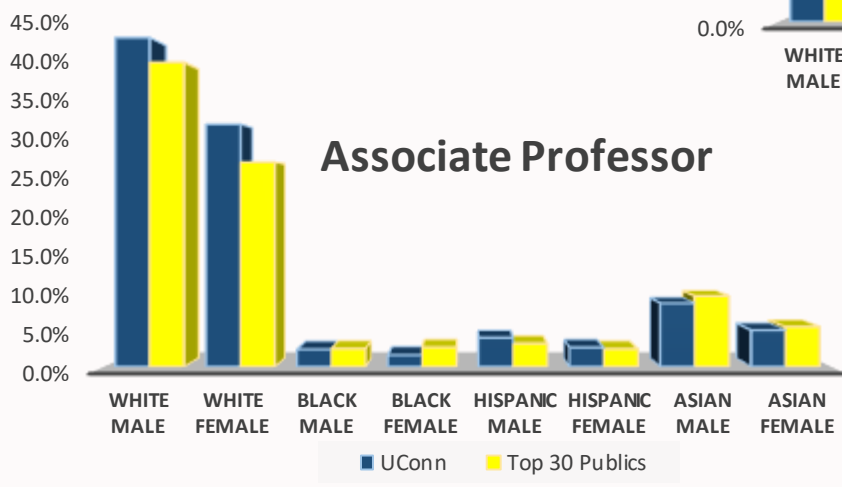


- White females are higher:
 - 29.4% compared to 22.8%
- Black females are lower:
 - 1.1% compared to 1.7%
- Hispanic males and females are higher:
 - 3.3% and 2.5% compared to 2.37% and 1.7%, respectively
- Asian males are significantly higher:
 - 11.6% compared to 9.4%

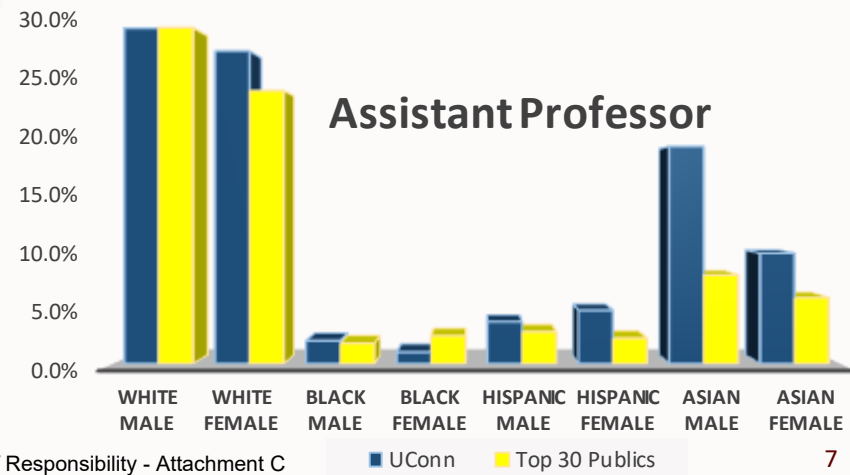
- White females are higher :
 - 24.3% compared to 19.8%
- Asian females are higher:
 - 3.5% compared to 2.6%



- White females are higher :
 - 32.2% compared to 27.2%
- Black females are lower:
 - 1.5% compared to 2.6%
- Hispanic males are higher:
 - 3.8% compared to 3.1%



- Black females are lower:
 - 1.2% compared to 2.5%
- Asian males and females are significantly higher:
 - 19.3% and 9.8% compared to 7.9% and 5.8%
- Hispanic males and females are higher:
 - 3.7% and 4.7% compared to 2.8% and 2.2%

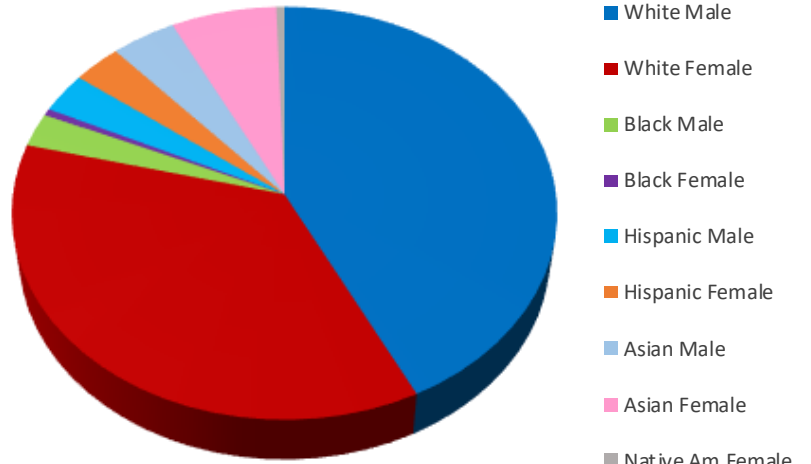


In Residence Faculty: Workforce & Hires

Workforce—In Residence

190 In Residence faculty:

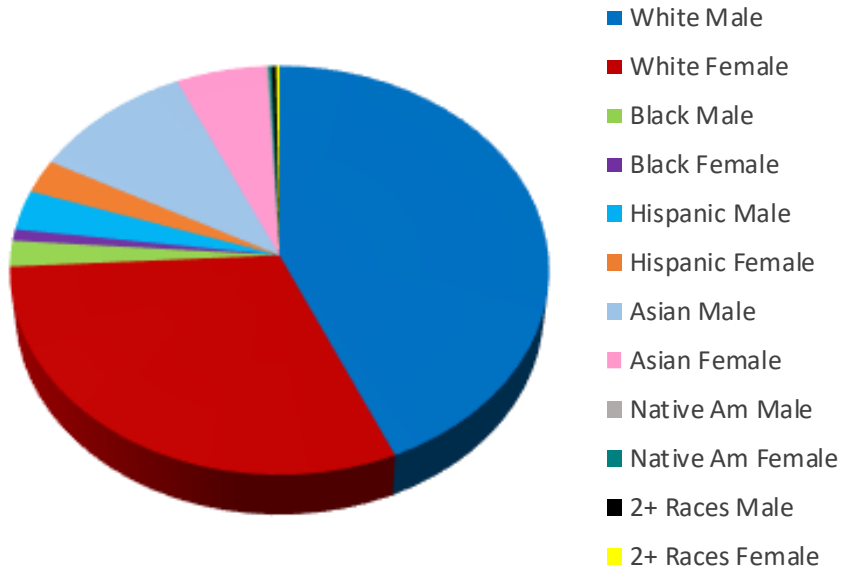
- 78.9% White
 - 3.2% Black
 - 6.3% Hispanic
 - 11.1% Asian
 - 0.5% Native American
- ◆ 47.4% female and 52.6% male
 - ◆ 40 minority In Residence faculty comprise 21.1% of the total In Residence faculty workforce



Total Combined Faculty

1425 total tenured, tenure-track, clinical and In Residence faculty:

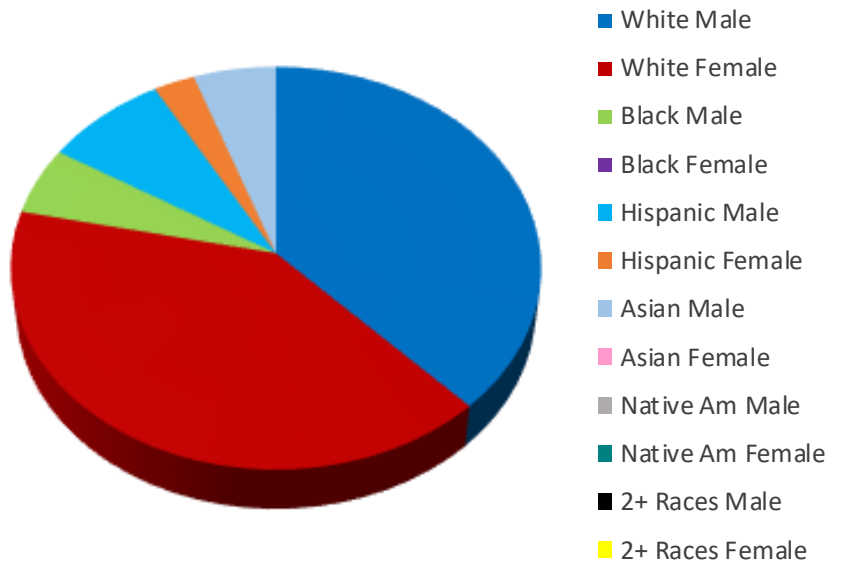
- 74.0% White
 - 3.0% Black
 - 5.8% Hispanic
 - 16.3% Asian
 - 0.4% Native American
 - 0.5% Two or more races
- ◆ 40.5% female and 59.5% male
 - ◆ 369 minority faculty comprise 25.9% of the total combined faculty



New Hires - In Residence

37 new hires:

- 78.4% White (14 male, 15 female)
 - 5.4% Black (2 male)
 - 10.8% Hispanic (3 male, 1 female)
 - 5.4% Asian (2 male)
 - 0% Native American and Two or more races
- ◆ 43.2% female and 56.8% male
 - ◆ 8 minority in Residence faculty comprise 21.6% of the In Residence new hires



In Residence Faculty: A Closer Look

In Residence faculty are consistent with the total faculty workforce in most race/gender categories.

In Residence

- 78.9% white
- 3.2% Black
- 6.3% Hispanic
- 11.1% Asian
- 0.5% Native Am
- 52.6% Male
- 47.4% Female

Faculty (Not including In Res)

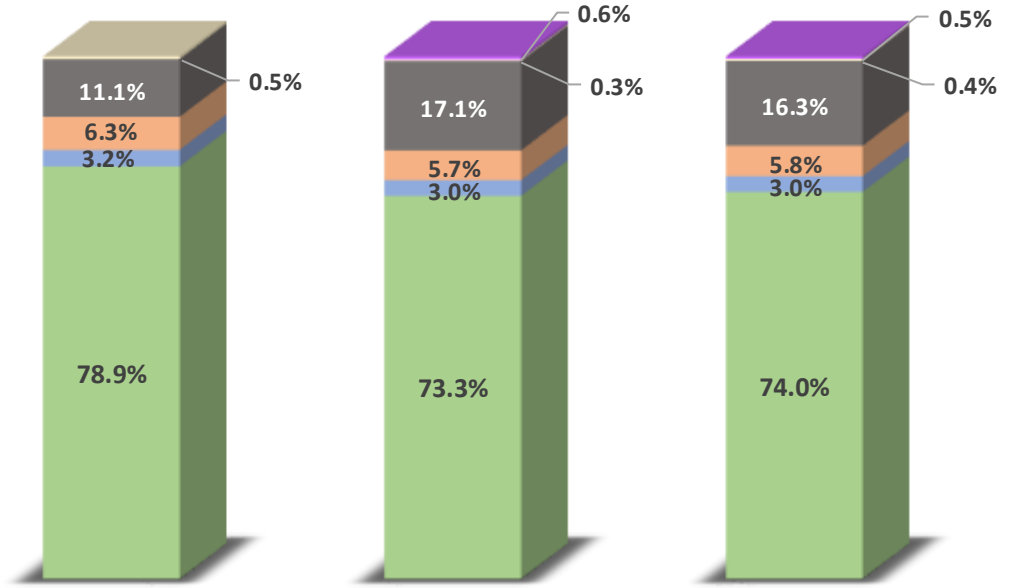
- 73.3% white
- 3.0% Black
- 5.7% Hispanic
- 17.1% Asian
- 0.3% Native Am
- 0.6% 2+ Races
- 60.6% Male
- 39.4% Female

Combined (Faculty & In Res)

- 74.0% White
- 3.0% Black
- 5.8% Hispanic
- 16.3% Asian
- 0.4% Native Am
- 0.5% 2+ Races
- 59.5% Male
- 40.5% Female

The addition of In Residence to the tenure/tenure track and clinical faculty results in:

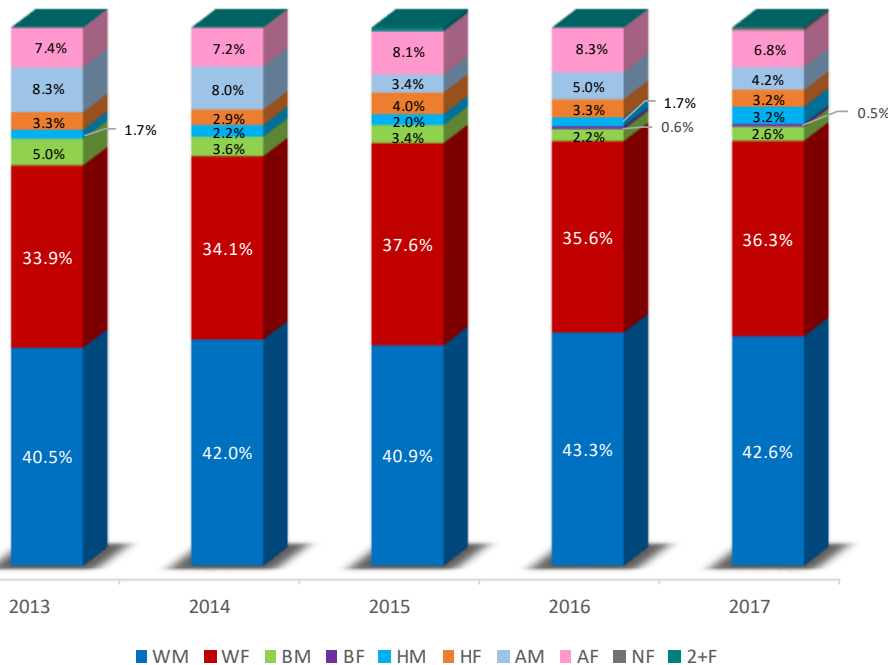
- White increases from 73.3% to 74.0%
- Black does not change
- Hispanic increases 0.1% to 5.8%
- Asian shows the largest decrease from 17.1% to 16.3%
- Native American decreases by 0.1%
- 2+ races increases by 0.1%
- Females increase from 39.4% to 40.5%



In Residence Faculty (No In Res) Combined (Faculty & In Res)

White Black Hispanic Asian Native Am 2+ races

In Residence Faculty: A Five Year Picture (2013-2017)



The In Residence faculty workforce has see very little change in five years:

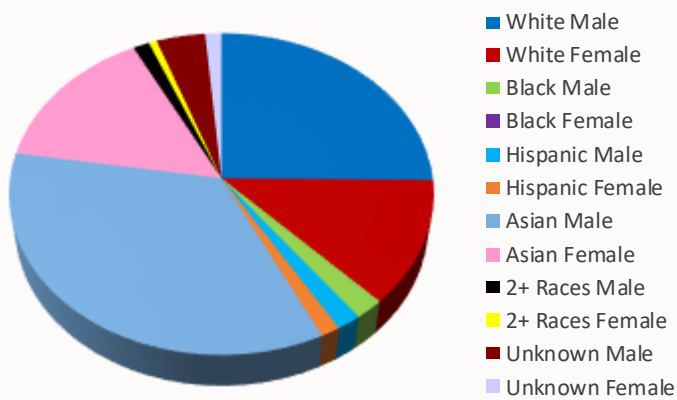
- White males have little fluctuation and are the largest group
- Black males decreased from 5% in 2013 to 2.6% in 2017
- Black females were not represented in 2013, 2014 and 2015
- In 2016 and 2017, black females comprise 0.6% and 0.5% of the workforce, respectively
- Hispanic males, at 3.2%, are at their highest in five years
- Asian males have decreased to 4.2% from 8.3% in 2013
- Females, at their highest in 2015, were at 49.7% but decreased to 47.4% in 2017

2017 Faculty Hires by School/Department

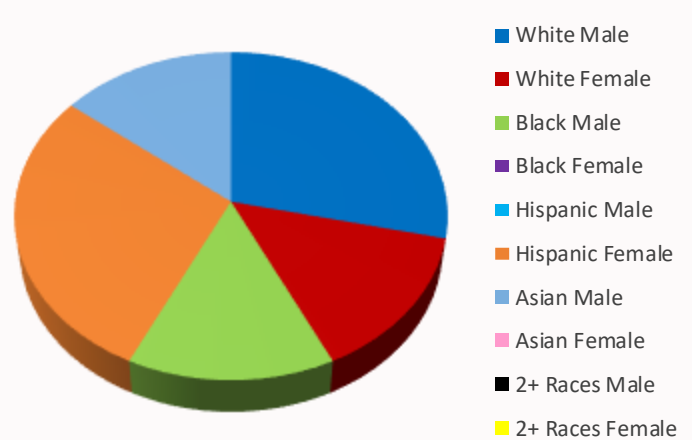
	WM	WF	BM	BF	HM	HF	AM	AF	Total
Business	2	1	1			2	1		7
Accounting	1								1
CT Info Technology Institute	1								1
Management						1			1
Marketing		1				1			2
Operations & Info Management			1				1		2
CAHNR	3	3				1			7
Allied Health Services	1	3							4
Kinesiology	1								1
Nutritional Sciences	1								1
Pathobiology						1			1
CLAS	13	7			2	1	6	3	32
Chemistry	1								1
Ecology & Evolutionary Biology		1							1
Economics							1		1
English								1	1
History	1					1			2
Integrative Geoscience	1								1
Journalism	1								1
Literature, Culture & Languages	1	1							2
Marine Sciences		1							1
Mathematics	1						2	1	4
Molecular & Cell Biology	1	1							2
Philosophy		1						1	2
Physics	2	1			1		1		5
Physiology and Neurobiology		1							1
Political Science	2								2
Psychological Sciences	1								1
Public Policy	1								1
Statistics					1		2		3
Engineering	4				1		1	2	8
Biomedical Engineering							1		1
Civil & Environmental Engineering					1			1	2
Computer Science & Engineering	2							1	3
Electrical & Computer Engineering	1								1
Mechanical Engineering	1								1
Fine Arts	1	1		1					3
Art & Art History				1					1
Dramatic Arts	1	1							2
NEAG			1						1
Educational Psychology			1						1
Nursing		7				1			8
Nursing Instruction and Research		7				1			8
Pharmacy		2			1		1		4
Pharmaceutical Science							1		1
Pharmacy Practice		2			1				3
Social Work	1	1							2
Social Work	1	1							2
Total	24	22	2	1	4	5	9	5	72

School of Business: Applicants, Interviews, Offers & Hires

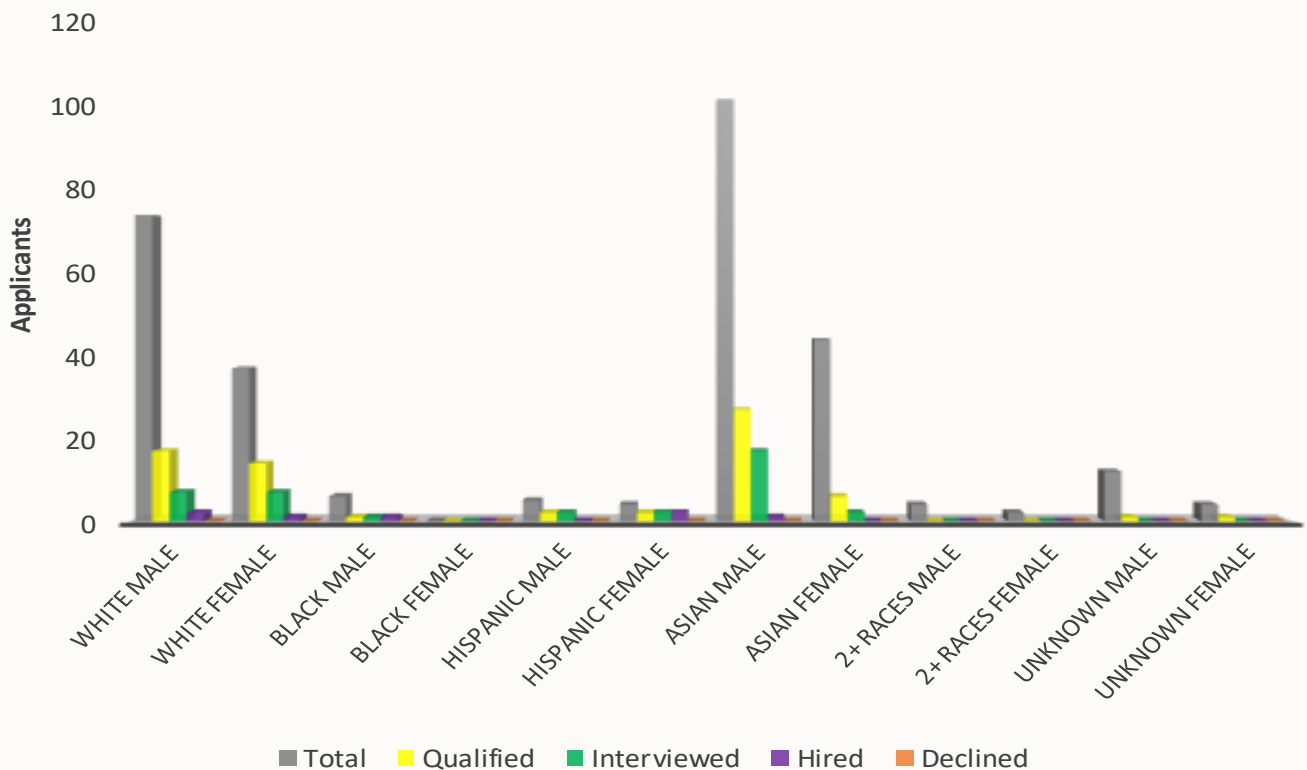
Total Applicants



Total Hires

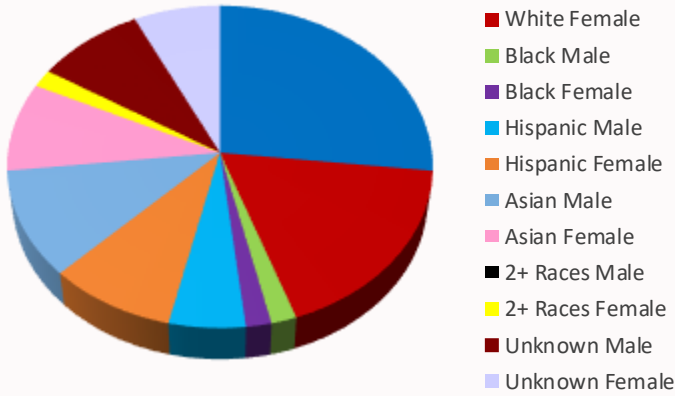


	Total	Qualified	Interviewed	Hired	Declined
White Male	74	17	7	2	0
White Female	37	14	7	1	0
Black Male	6	1	1	1	0
Black Female	0	0	0	0	0
Hispanic Male	5	2	2	0	0
Hispanic Female	4	2	2	2	0
Asian Male	102	27	17	1	0
Asian Female	44	6	2	0	0
2+ Races Male	4	0	0	0	0
2+ Races Female	2	0	0	0	0
Unknown Male	12	1	0	0	0
Unknown Female	4	1	0	0	0
Total	294	71	38	7	0

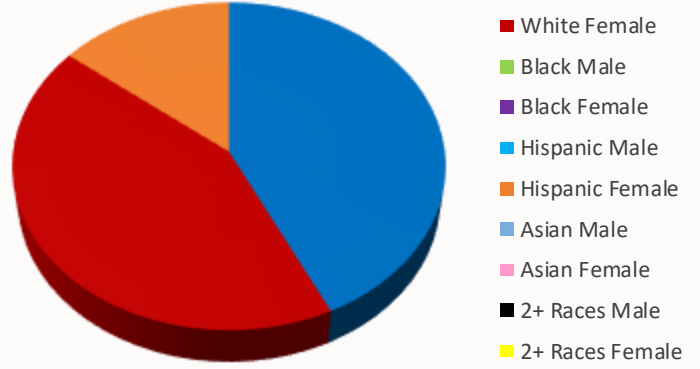


College of Agriculture: Applicants, Interviews, Offers & Hires

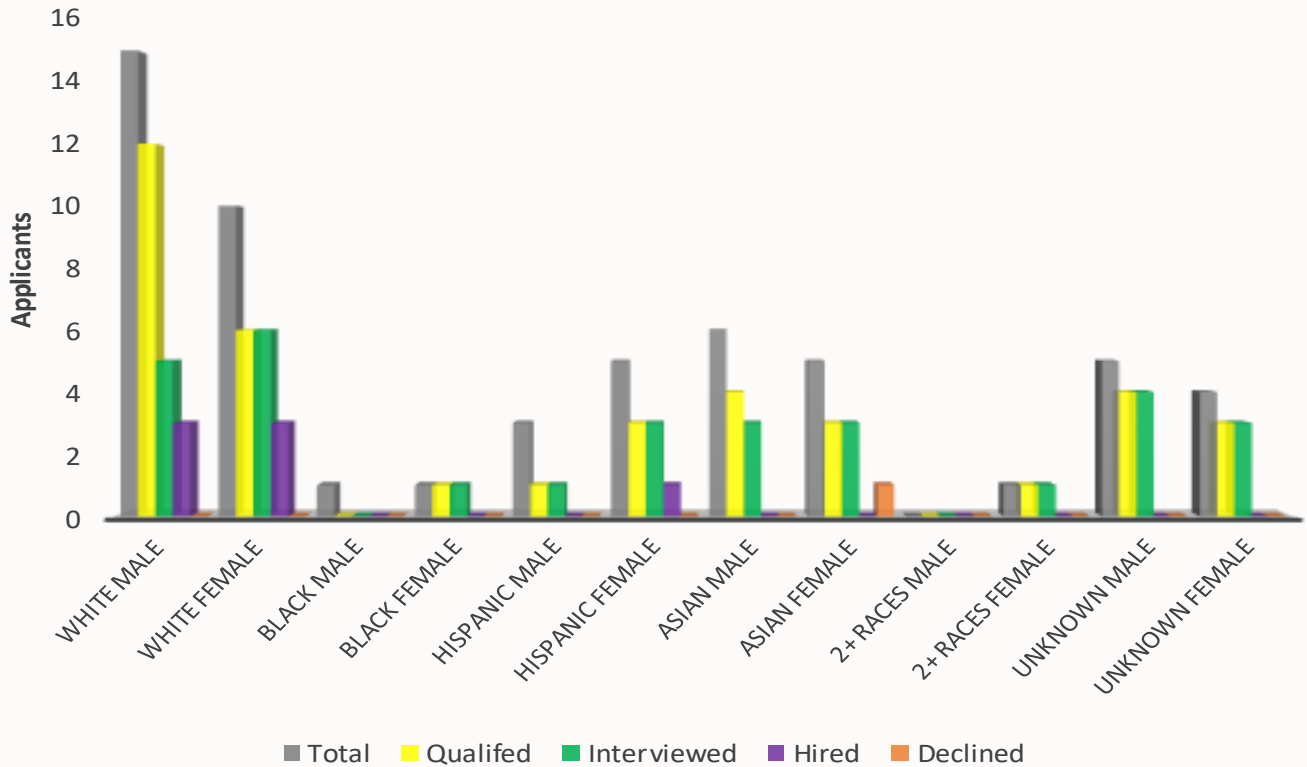
Total Applicants



Total Hires

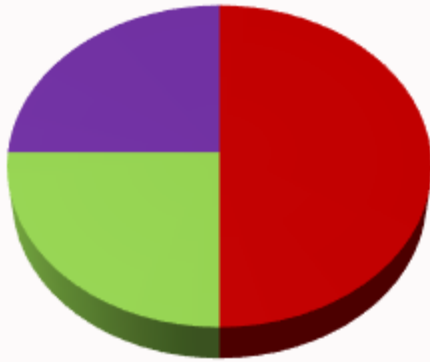


	Total	Qualified	Interviewed	Hired	Declined
White Male	15	12	5	3	0
White Female	10	6	6	3	0
Black Male	1	0	0	0	0
Black Female	1	1	1	0	0
Hispanic Male	3	1	1	0	0
Hispanic Female	5	3	3	1	0
Asian Male	6	4	3	0	0
Asian Female	5	3	3	0	1
2+ Races Male	0	0	0	0	0
2+ Races Female	1	1	1	0	0
Unknown Male	5	4	4	0	0
Unknown Female	4	3	3	0	0
Total	56	38	30	7	1



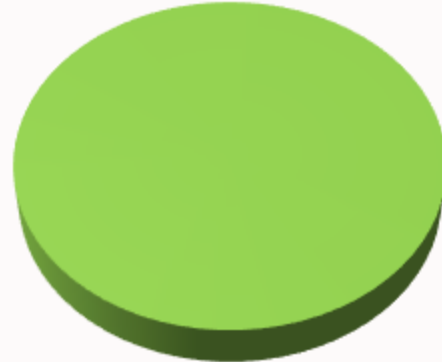
School of Education: Applicants, Interviews, Offers & Hires

Total Applicants



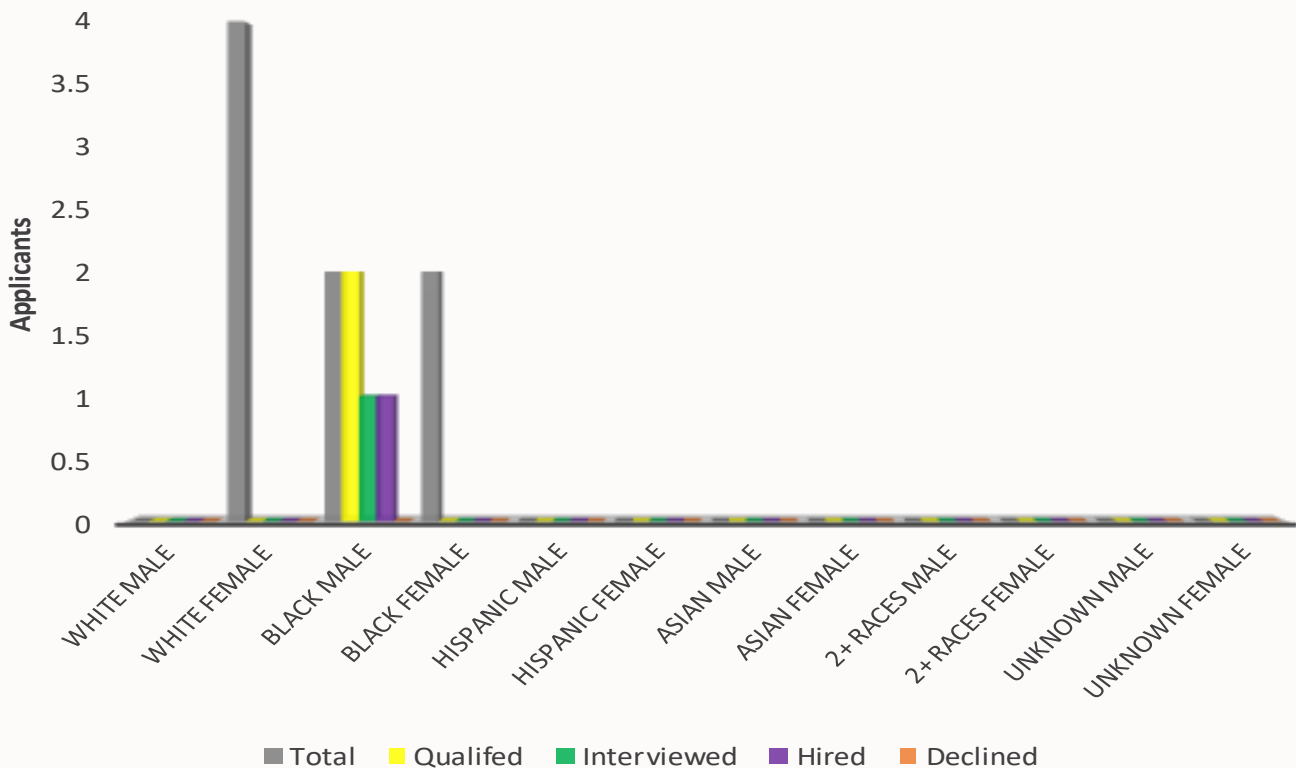
- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- 2+ Races Male
- 2+ Races Female
- Unknown Male
- Unknown Female

Total Hires



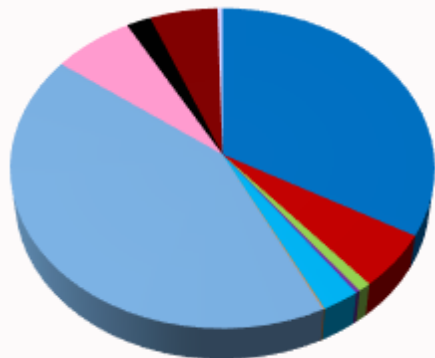
- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- 2+ Races Male
- 2+ Races Female

	Total	Qualified	Interviewed	Hired	Declined
White Male	0	0	0	0	0
White Female	4	0	0	0	0
Black Male	2	2	1	1	0
Black Female	2	0	0	0	0
Hispanic Male	0	0	0	0	0
Hispanic Female	0	0	0	0	0
Asian Male	0	0	0	0	0
Asian Female	0	0	0	0	0
2+ Races Male	0	0	0	0	0
2+ Races Female	0	0	0	0	0
Unknown Male	0	0	0	0	0
Unknown Female	0	0	0	0	0
Total	8	2	1	1	0



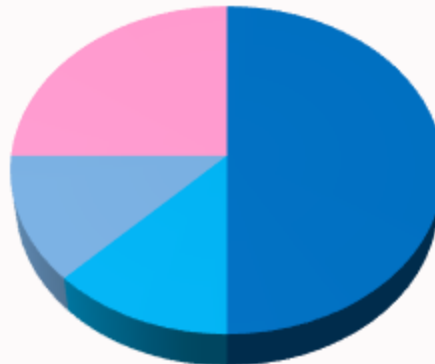
School of Engineering: Applicants, Interviews, Offers & Hires

Total Applicants



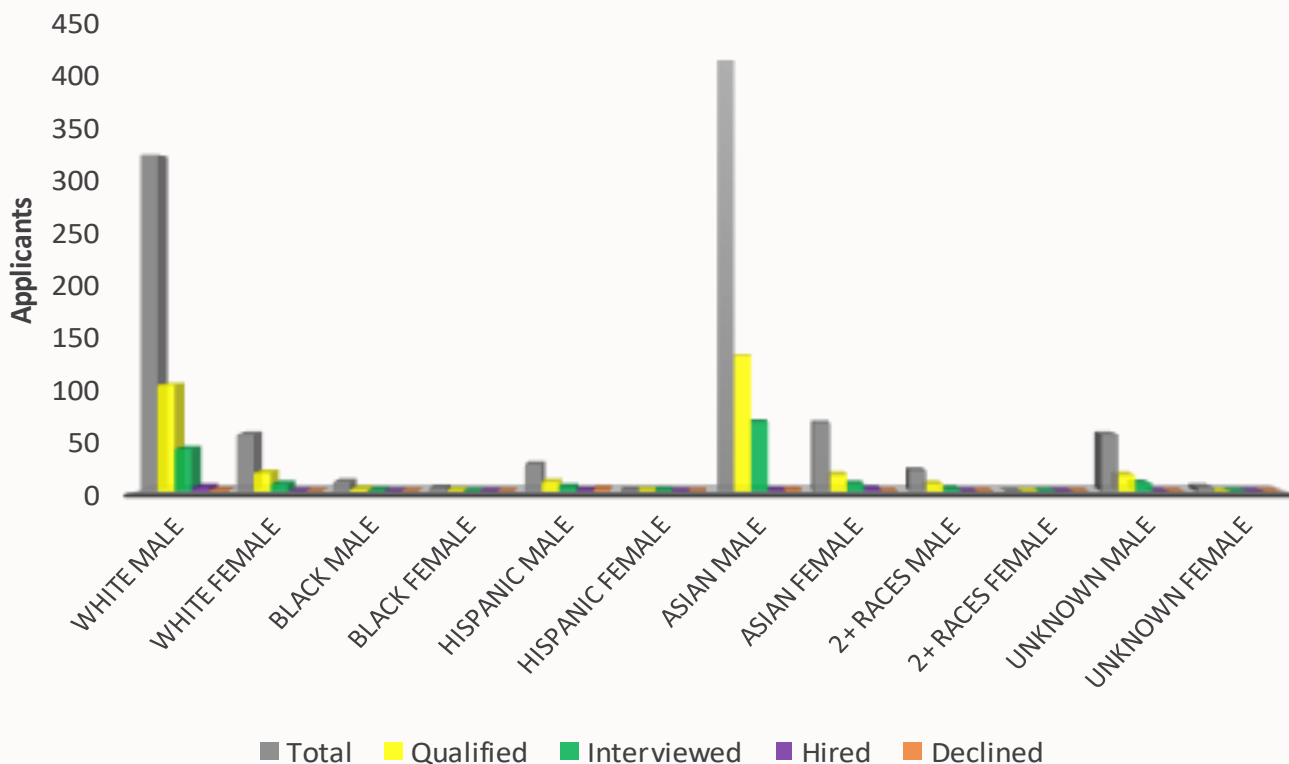
- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- 2+ Races Male
- 2+ Races Female
- Unknown Male
- Unknown Female

Total Hires



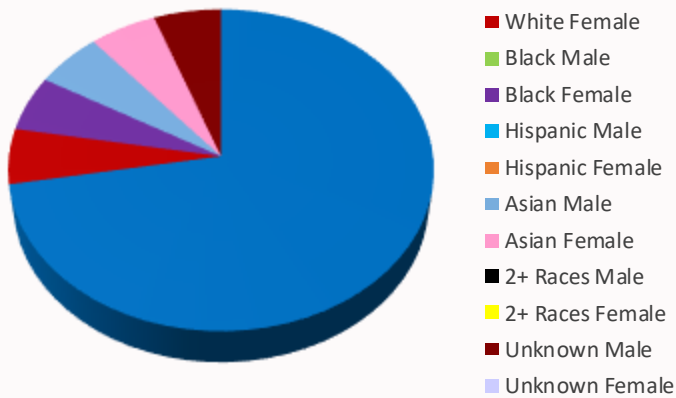
- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- 2+ Races Male
- 2+ Races Female

	Total	Qualified	Interviewed	Hired	Declined
White Male	325	103	41	4	1
White Female	55	18	7	0	0
Black Male	9	2	1	0	0
Black Female	3	1	0	0	0
Hispanic Male	26	9	4	1	2
Hispanic Female	1	1	1	0	0
Asian Male	416	131	67	1	1
Asian Female	66	16	7	2	0
2+ Races Male	20	7	2	0	0
2+ Races Female	0	0	0	0	0
Unknown Male	55	16	8	0	0
Unknown Female	4	0	0	0	0
	980	304	138	8	4

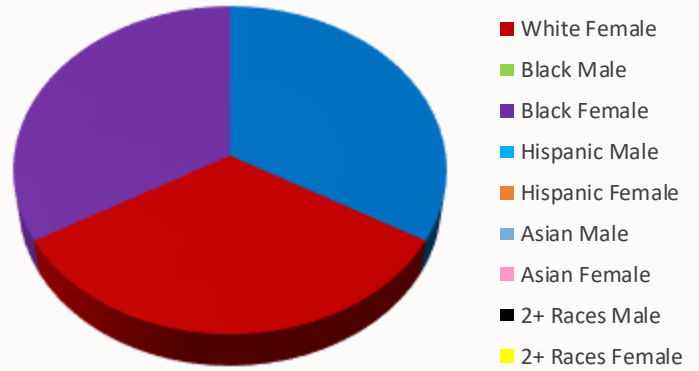


School of Fine Arts: Applicants, Interviews, Offers & Hires

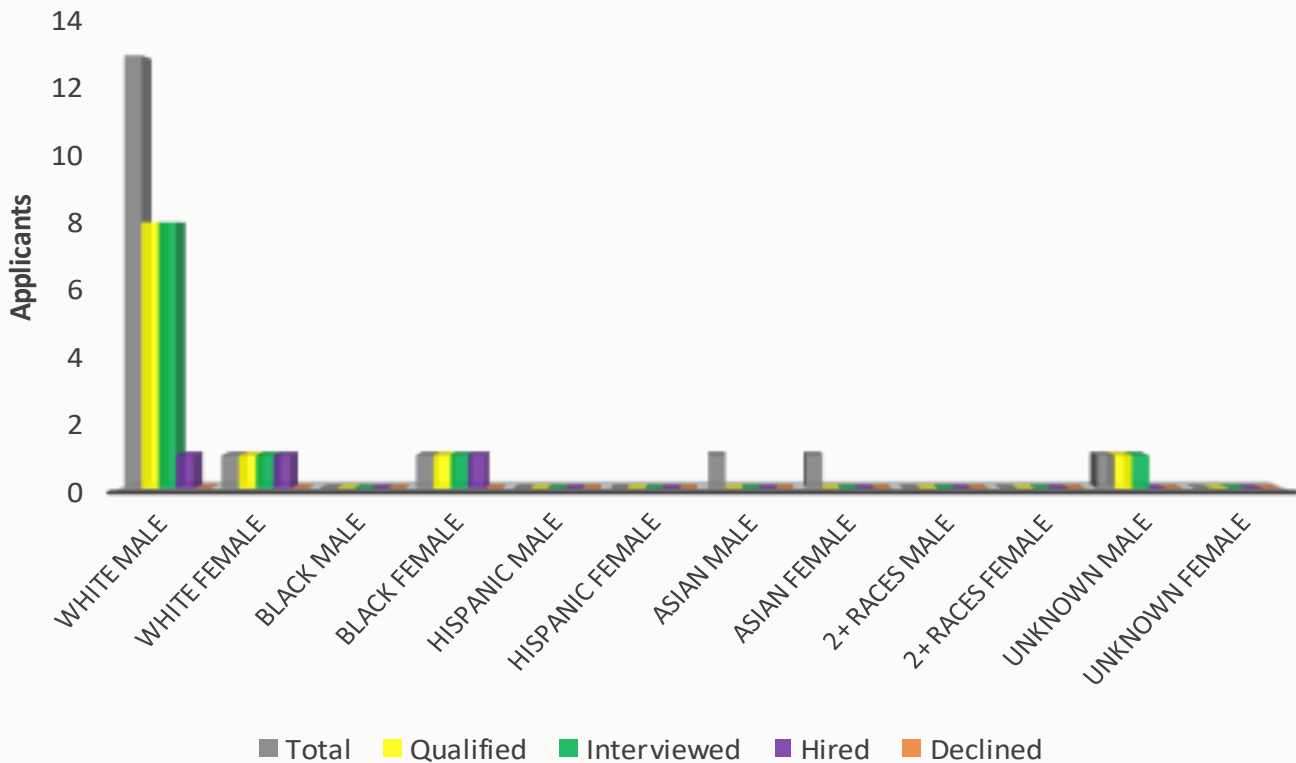
Total Applicants



Total Hires

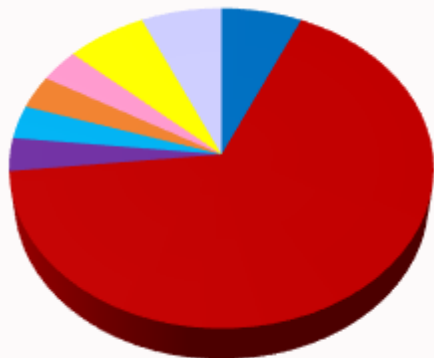


	Total	Qualified	Interviewed	Hired	Declined
White Male	13	8	8	1	0
White Female	1	1	1	1	0
Black Male	0	0	0	0	0
Black Female	1	1	1	1	0
Hispanic Male	0	0	0	0	0
Hispanic Female	0	0	0	0	0
Asian Male	1	0	0	0	0
Asian Female	1	0	0	0	0
2+ Races Male	0	0	0	0	0
2+ Races Female	0	0	0	0	0
Unknown Male	1	1	1	0	0
Unknown Female	0	0	0	0	0
Total	18	11	11	3	0



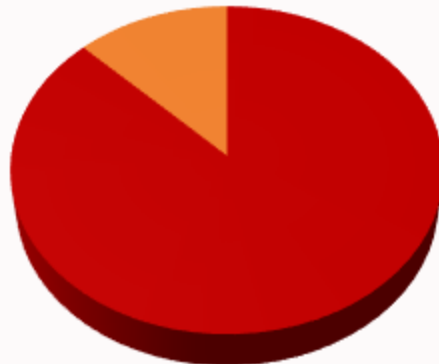
School of Nursing: Applicants, Interviews, Offers & Hires

Total Applicants



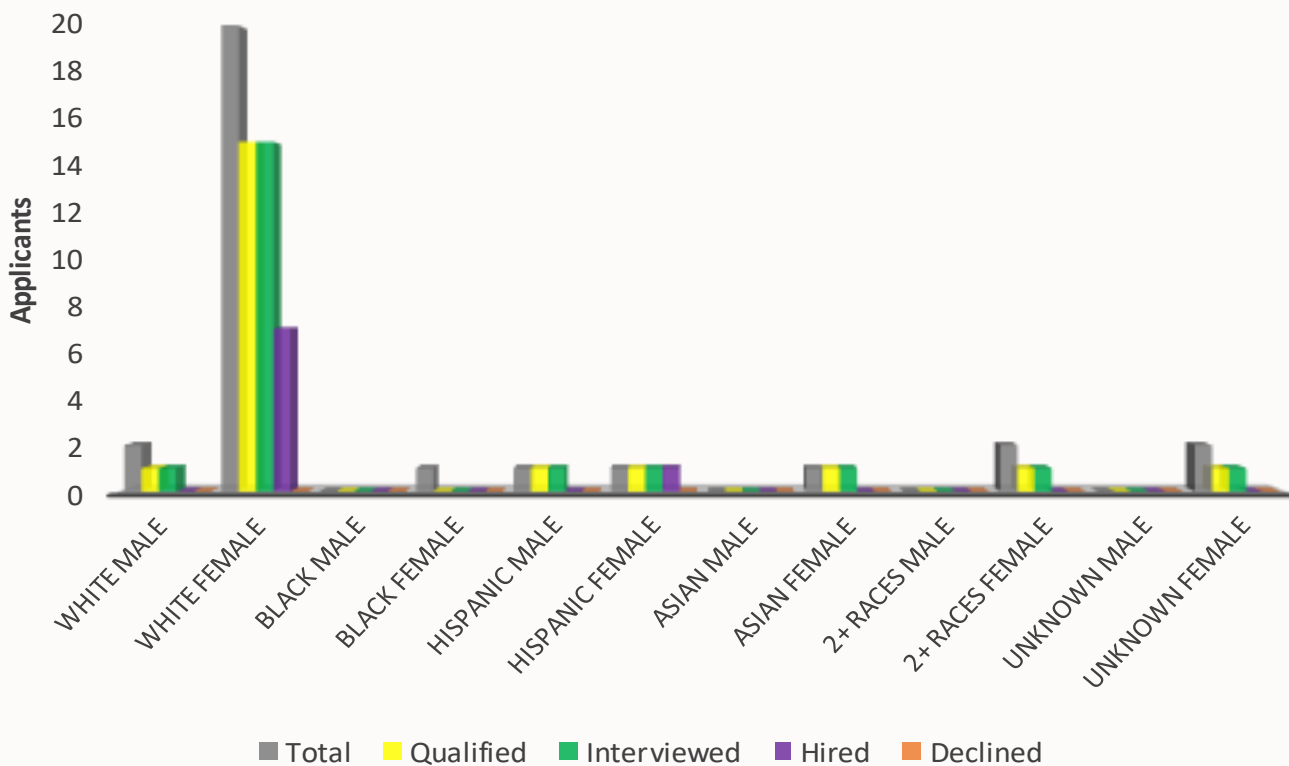
- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- 2+ Races Male
- 2+ Races Female
- Unknown Male
- Unknown Female

Total Hires



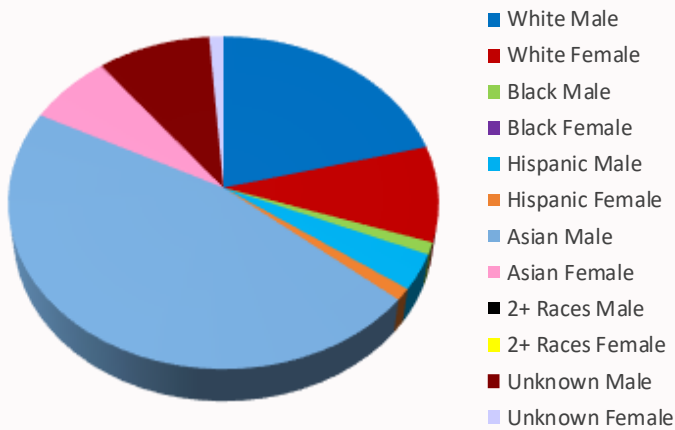
- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- 2+ Races Male
- 2+ Races Female

	Total	Qualified	Interviewed	Hired	Declined
White Male	2	1	1	0	0
White Female	20	15	15	7	0
Black Male	0	0	0	0	0
Black Female	1	0	0	0	0
Hispanic Male	1	1	1	0	0
Hispanic Female	1	1	1	1	0
Asian Male	0	0	0	0	0
Asian Female	1	1	1	0	0
2+ Races Male	0	0	0	0	0
2+ Races Female	2	1	1	0	0
Unknown Male	0	0	0	0	0
Unknown Female	2	1	1	0	0
Total	30	21	21	8	0

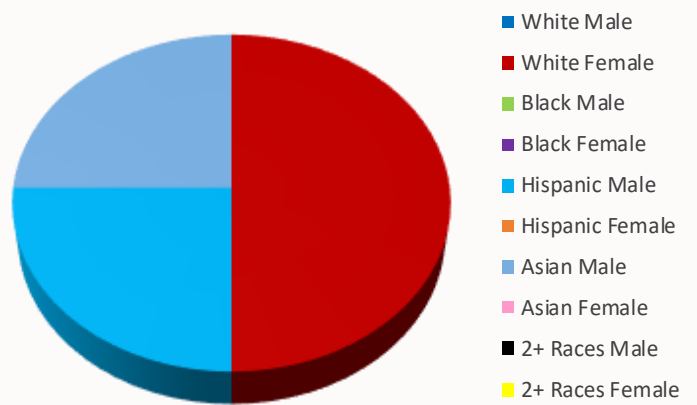


School of Pharmacy: Applicants, Interviews, Offers & Hires

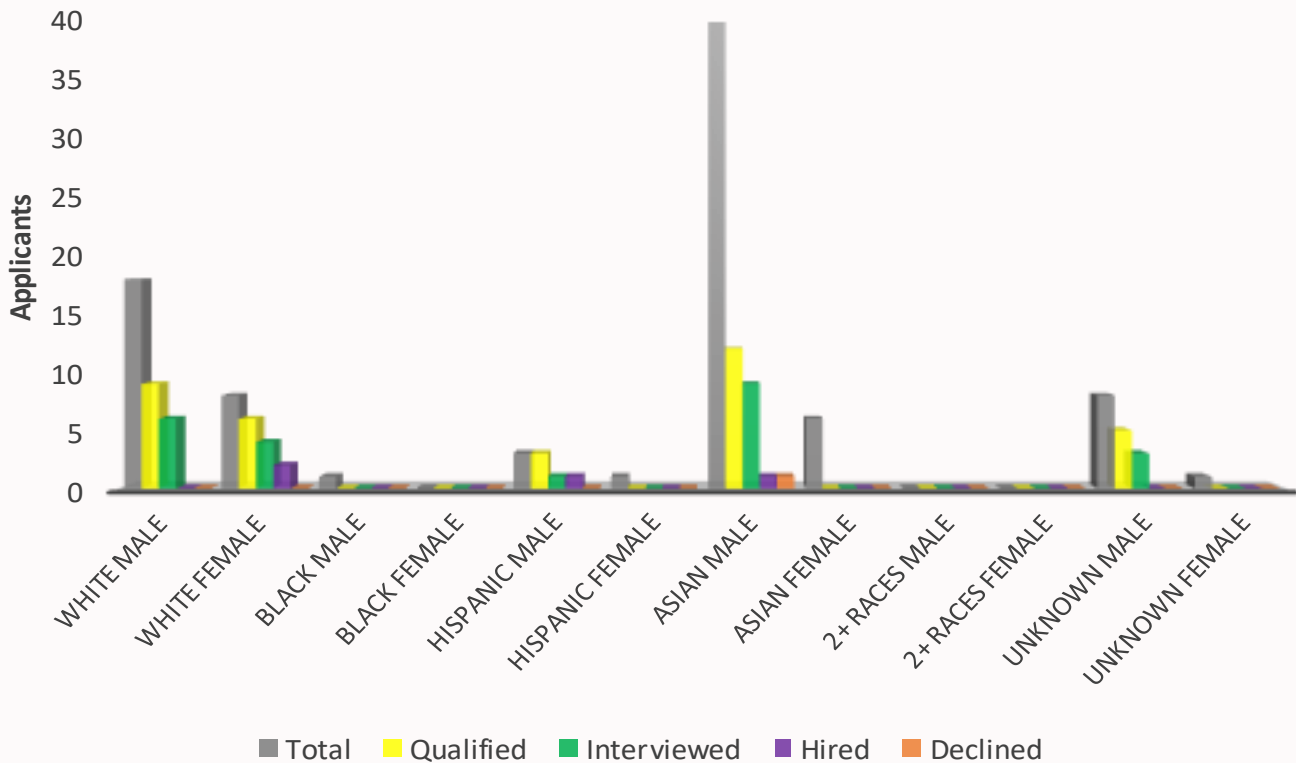
Total Applicants



Total Hires

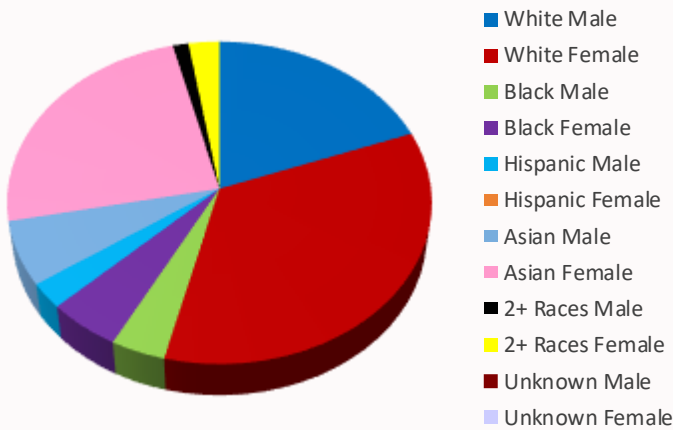


	Total	Qualified	Interviewed	Hired	Declined
White Male	18	9	6	0	0
White Female	8	6	4	2	0
Black Male	1	0	0	0	0
Black Female	0	0	0	0	0
Hispanic Male	3	3	1	1	0
Hispanic Female	1	0	0	0	0
Asian Male	40	12	9	1	1
Asian Female	6	0	0	0	0
2+ Races Male	0	0	0	0	0
2+ Races Female	0	0	0	0	0
Unknown Male	8	5	3	0	0
Unknown Female	1	0	0	0	0
	86	35	23	4	1

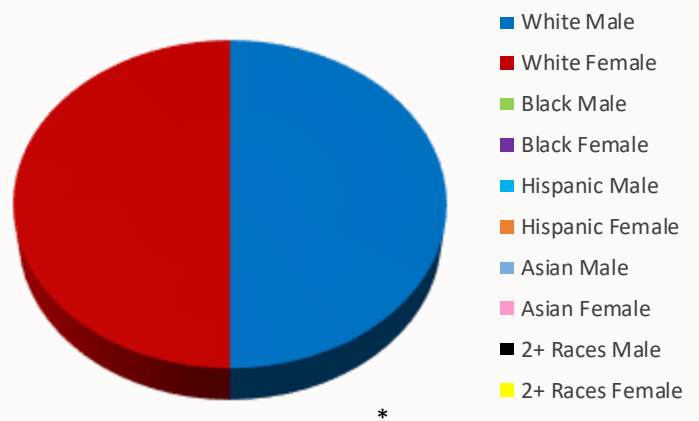


School of Social Work: Applicants, Interviews, Offers & Hires

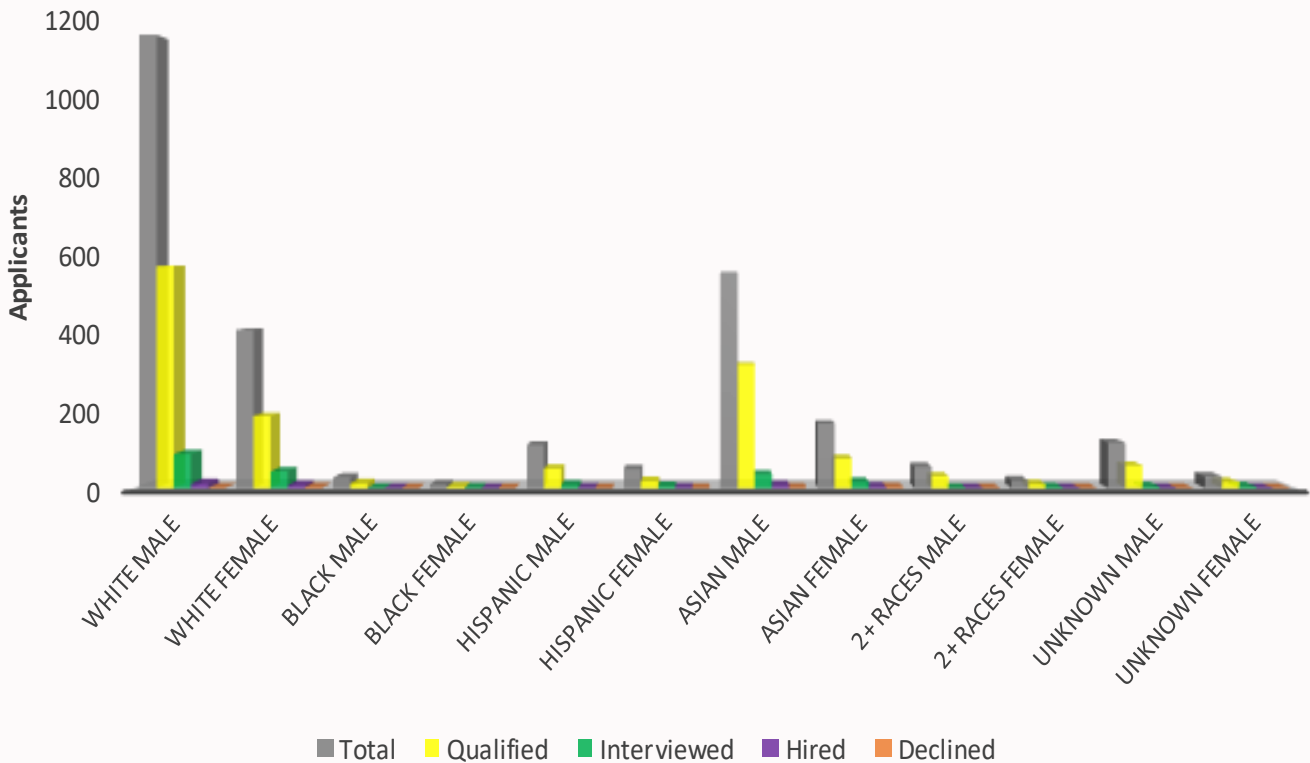
Total Applicants



Total Hires

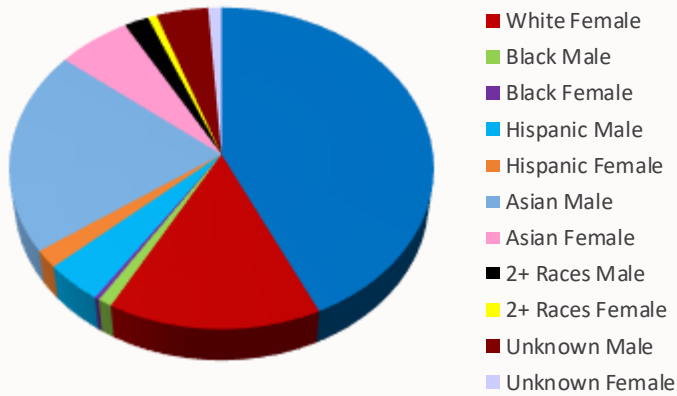


	Total	Qualified	Interviewed	Hired	Declined
White Male	15	10	2	1	0
White Female	27	22	10	1	1
Black Male	3	2	0	0	0
Black Female	4	3	1	0	0
Hispanic Male	2	2	1	0	0
Hispanic Female	0	0	0	0	0
Asian Male	5	4	0	0	0
Asian Female	19	16	1	0	0
2+ Races Male	1	1	0	0	0
2+ Races Female	2	2	1	0	0
Unknown Male	0	0	0	0	0
Unknown Female	0	0	0	0	0
Total	78	62	16	2	1

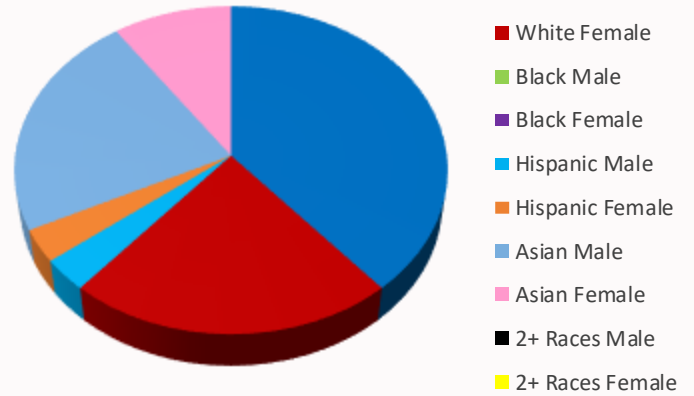


College of Liberal Arts & Sciences: Applicants, Interviews, Offers & Hires

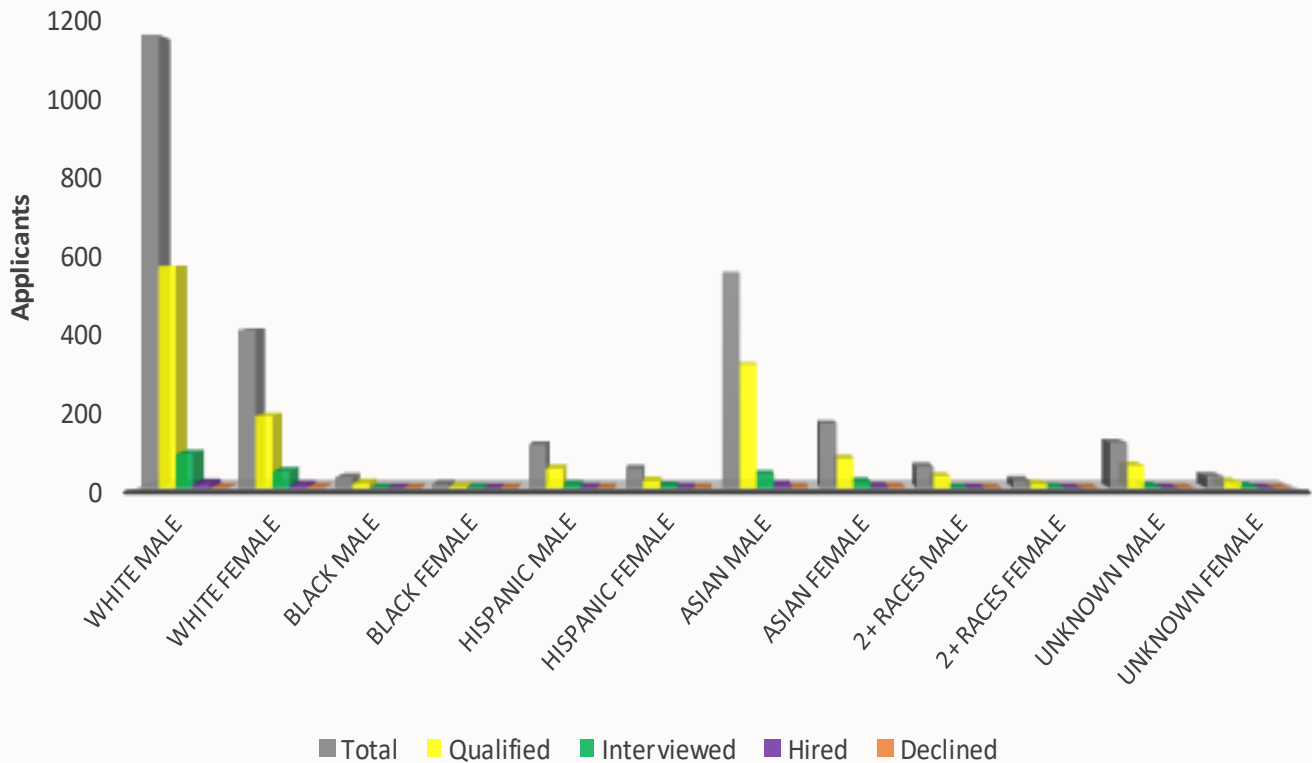
Total Applicants



Total Hires

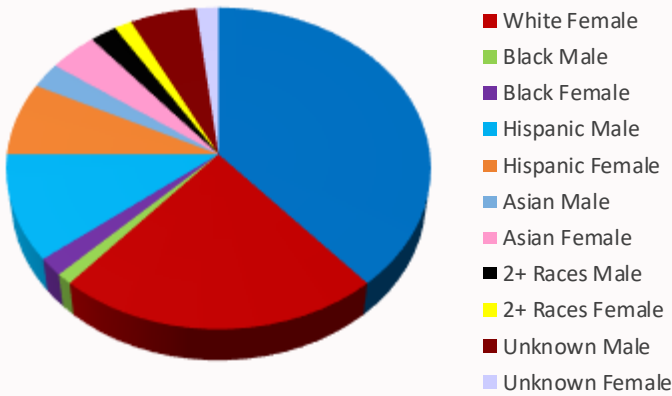


	Total	Qualified	Interviewed	Hired	Declined
White Male	1169	573	88	12	1
White Female	408	186	43	7	2
Black Male	27	12	0	0	0
Black Female	9	3	1	0	0
Hispanic Male	111	50	8	1	0
Hispanic Female	49	18	5	1	0
Asian Male	557	319	35	7	1
Asian Female	166	76	16	3	2
2+ Races Male	55	30	0	0	0
2+ Races Female	20	10	2	0	0
Unknown Male	117	58	4	0	0
Unknown Female	30	16	4	0	0
Total	2718	1351	206	31	6

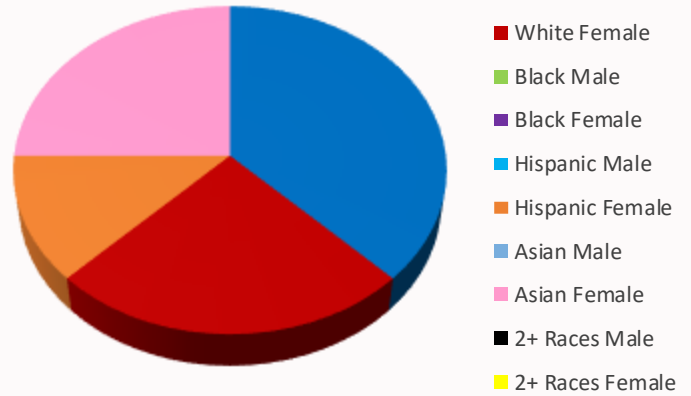


CLAS Humanities: Applicants, Interviews, Offers & Hires

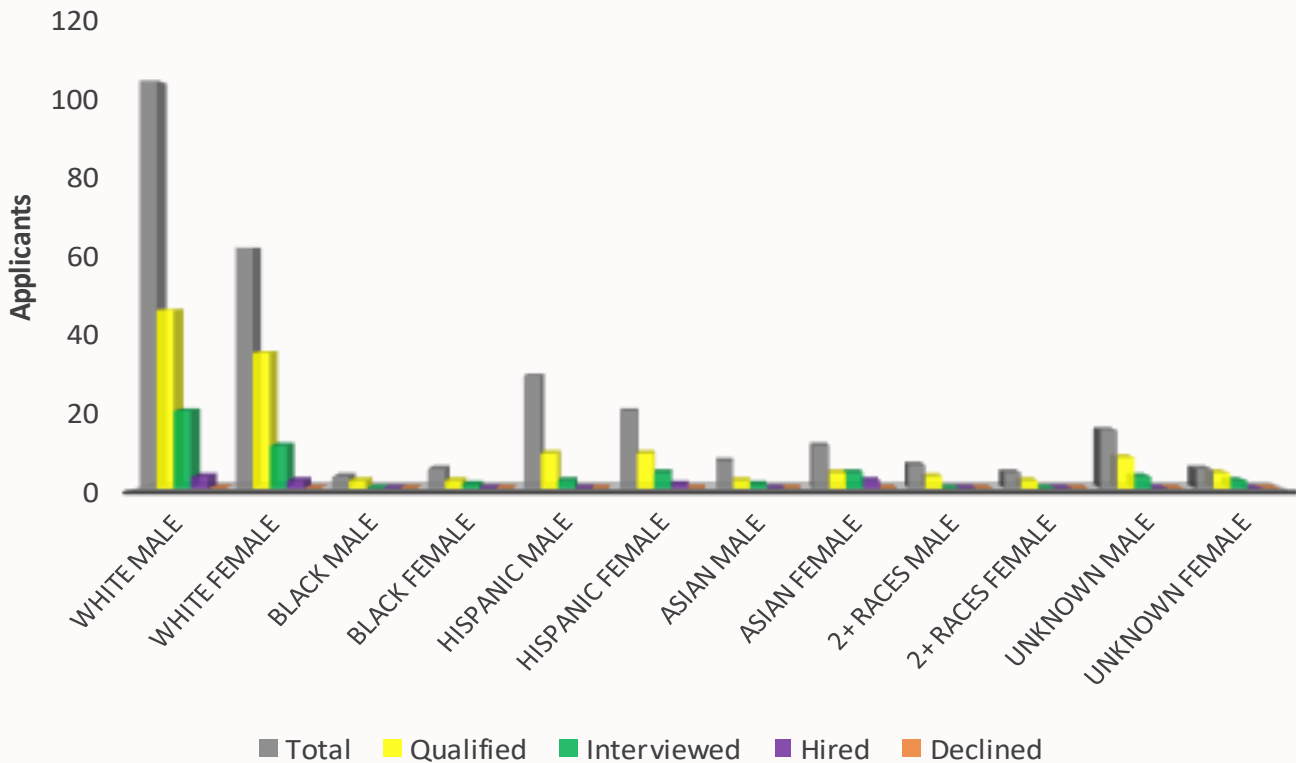
Total Applicants



Total Hires

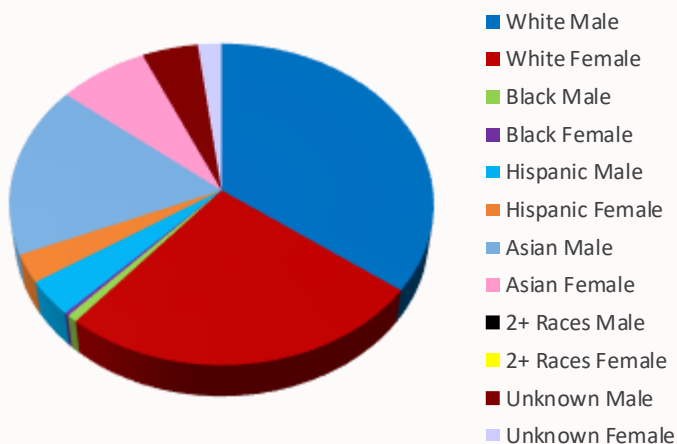


	Total	Qualified	Interviewed	Hired	Declined
White Male	105	46	20	3	0
White Female	62	35	11	2	0
Black Male	3	2	0	0	0
Black Female	5	2	1	0	0
Hispanic Male	29	9	2	0	0
Hispanic Female	20	9	4	1	0
Asian Male	7	2	1	0	0
Asian Female	11	4	4	2	0
2+ Races Male	6	3	0	0	0
2+ Races Female	4	2	0	0	0
Unknown Male	15	8	3	0	0
Unknown Female	5	4	2	0	0
Total	272	126	48	8	0

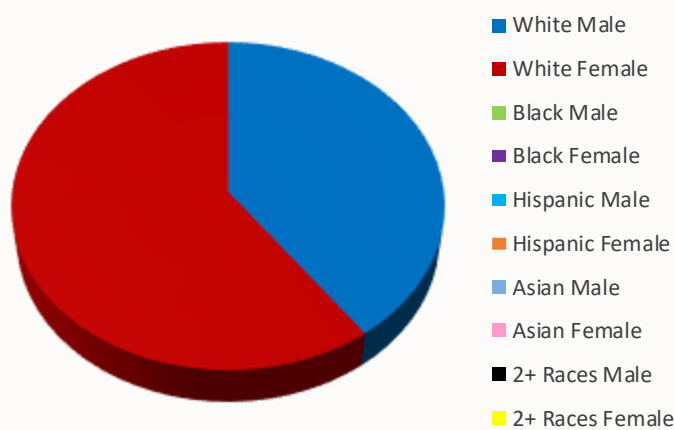


CLAS Life Sciences: Applicants, Interviews, Offers & Hires

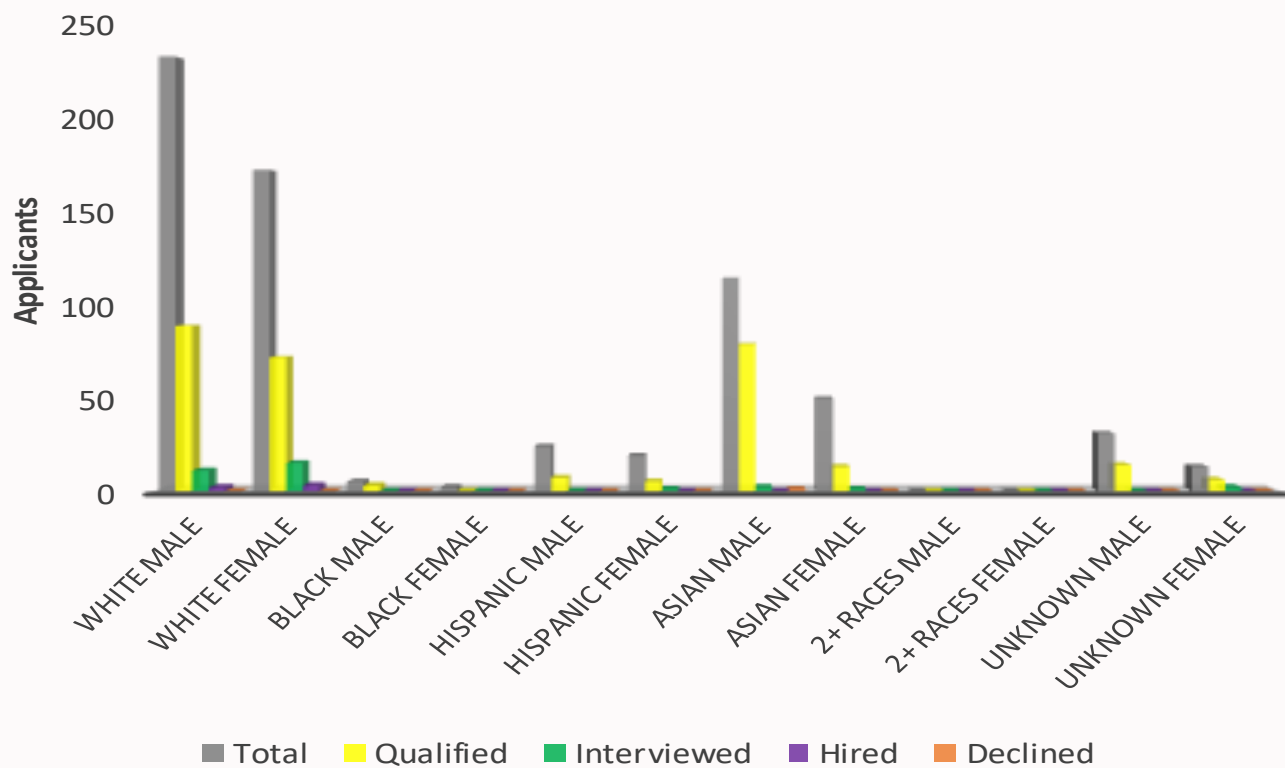
Total Applicants



Total Hires

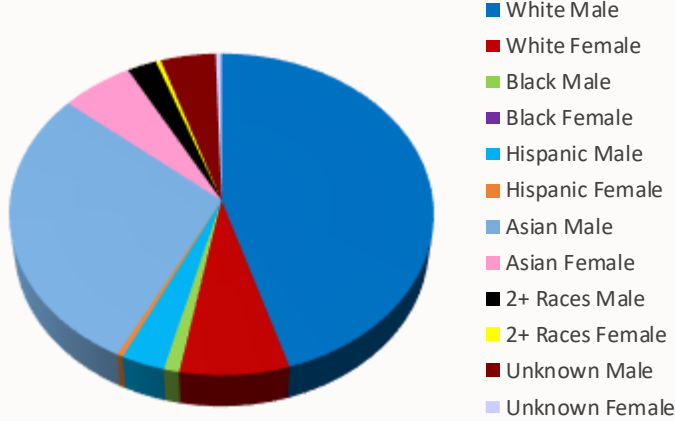


	Total	Qualified	Interviewed	Hired	Declined
White Male	234	89	11	2	0
White Female	173	72	15	3	0
Black Male	5	3	0	0	0
Black Female	2	0	0	0	0
Hispanic Male	24	7	0	0	0
Hispanic Female	19	5	1	0	0
Asian Male	115	79	2	0	1
Asian Female	50	13	1	0	0
2+ Races Male	0	0	0	0	0
2+ Races Female	0	0	0	0	0
Unknown Male	31	14	0	0	0
Unknown Female	13	6	2	0	0
Total	666	288	32	5	1

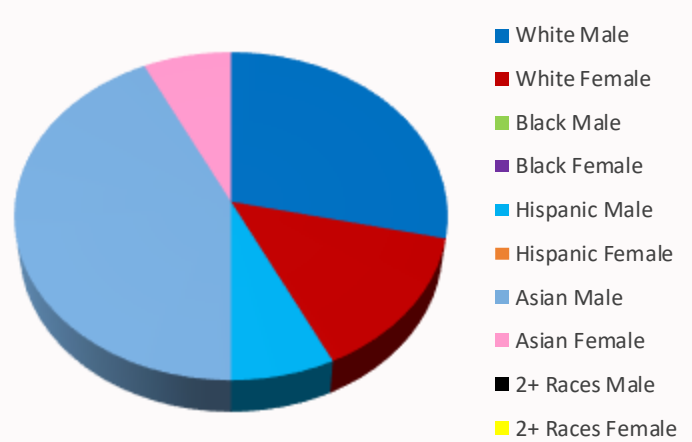


CLAS Physical Sciences: Applicants, Interviews, Offers & Hires

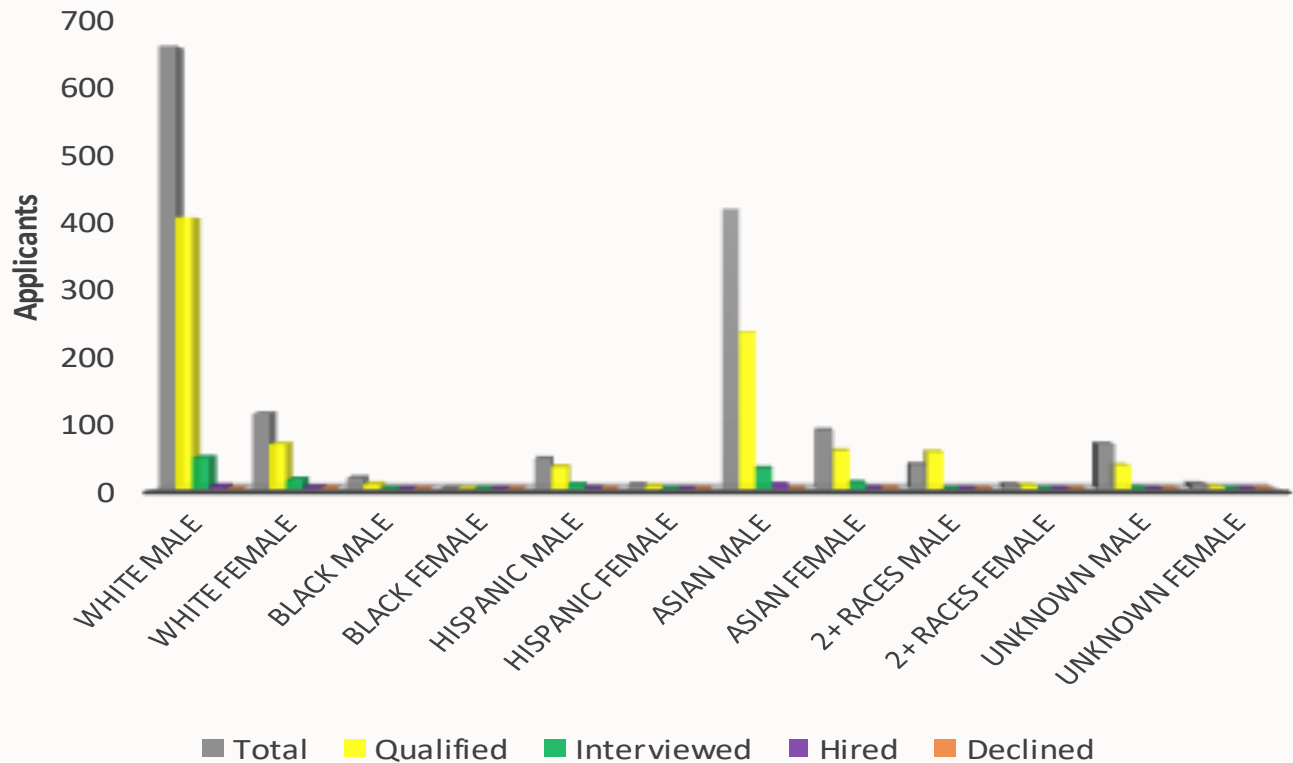
Total Applicants



Total Hires

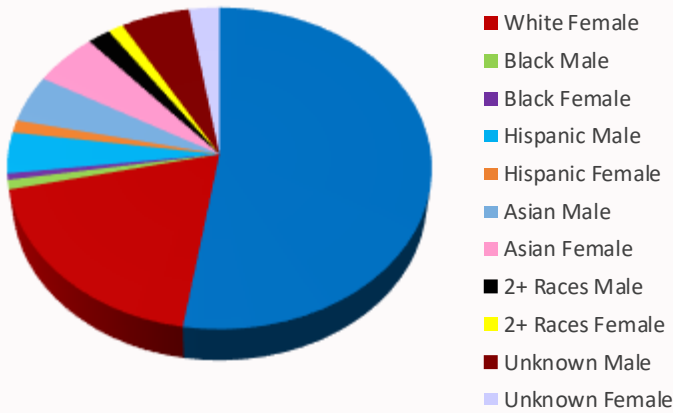


	Total	Qualified	Interviewed	Hired	Declined
White Male	664	407	47	4	0
White Female	113	67	14	2	1
Black Male	16	7	0	0	0
Black Female	0	0	0	0	0
Hispanic Male	45	33	6	1	0
Hispanic Female	6	4	0	0	0
Asian Male	420	235	30	6	0
Asian Female	88	57	9	1	1
2+ Races Male	36	55	0	0	0
2+ Races Female	6	5	0	0	0
Unknown Male	67	35	1	0	0
Unknown Female	7	3	0	0	0
Total	1468	908	107	14	2

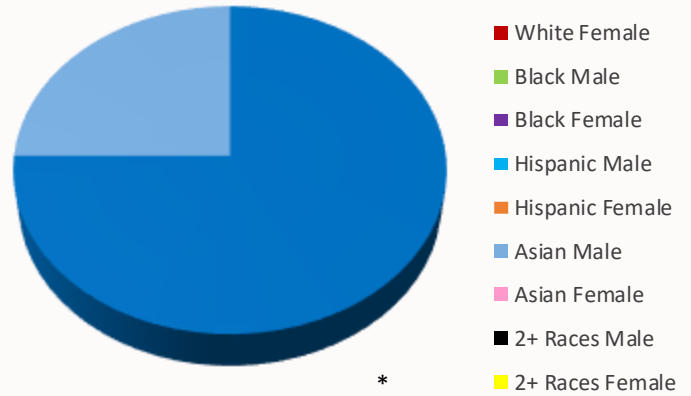


CLAS Social Sciences: Applicants, Interviews, Offers & Hires

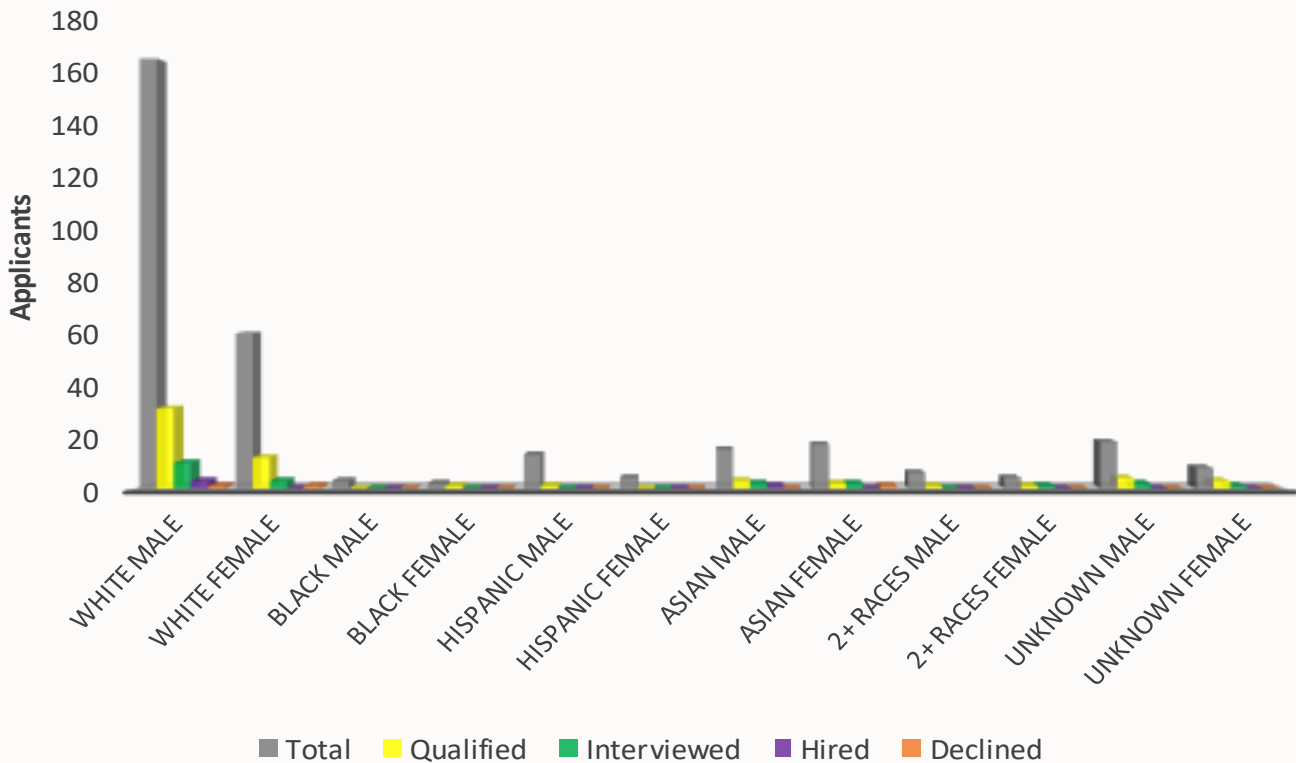
Total Applicants



Total Hires



	Total	Qualified	Interviewed	Hired	Declined
White Male	166	31	10	3	1
White Female	60	12	3	0	1
Black Male	3	0	0	0	0
Black Female	2	1	0	0	0
Hispanic Male	13	1	0	0	0
Hispanic Female	4	0	0	0	0
Asian Male	15	3	2	1	0
Asian Female	17	2	2	0	1
2+ Races Male	6	1	0	0	0
2+ Races Female	4	1	1	0	0
Unknown Male	18	4	2	0	0
Unknown Female	8	3	1	0	0
Total	316	59	21	4	3





2018

AFFIRMATIVE ACTION EXECUTIVE SUMMARY

UNIVERSITY OF CONNECTICUT

OFFICE OF INSTITUTIONAL EQUITY

Draft

University of Connecticut

2018 AFFIRMATIVE ACTION PLAN

Overview and Highlights

The Office of Institutional Equity (OIE) has completed the University's annual Affirmative Action Plan for Employment (*Plan*) per Connecticut General Statute (CGS) §46a-68 and sections 46a-68-75 to 46a-68-114, inclusive.

The *Plan* is a comprehensive, results oriented set of procedures and programs that articulate the University's strategy to combat discrimination, put forth a good faith effort to attain hiring goals, and to achieve equal employment opportunity.

The *Plan's* objectives are to:

- Establish hiring, promotional, and program goals that promote affirmative action;
- Illustrate the University's efforts to achieve a workforce 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.

Plan Approval

The University's history of approvals has been based on CHRO's acceptance that the University demonstrated every *good faith effort* to meet goals, rather than goal achievement.

Connecticut General Statutes Section 46a-68-75 (v) defines good faith effort as:

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

Report Highlights

GOAL ACHIEVEMENT	2
PROGRAM GOALS	3
2018 WORKFORCE	4
WORKFORCE - 10 YEAR	5
2018 NEW HIRES	8
APPLICANTS	9

HIRING AND PROMOTIONAL GOALS

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.

Goal Achievement

Category	Hires	Goals Met	2018 %	2017 %
Executive Managerial	6	2	33.3	0.0
Faculty	63	29	46.0	59.7
Professional	236	60	25.4	15.3
Secretarial/Clerical	4	0	0.0	0.0
Tech/Paraprofessional	0	0	0.0	0.0
Qualified Craft Worker	5	0	0.0	0.0
Protective Services	17	0	0	10.0
Service/Maintenance	20	4	20.0	33.3
Total	351	95	27.0	24.2

Total Goal Achievement: 27.0%

- ◆ 95 of the 351 hires met hiring goals
- ◆ The Faculty category had the highest goal achievement of 59.7%
- ◆ 38.9% of all goals were met with white female hires
- ◆ Females comprised 52.6% of goal hires
- ◆ 24.2% of goals were met by minority* hires

*includes Black, Hispanic, Asian and Native American

Accomplished



The University convened a working group including all Diversity and Sexual Harassment Prevention trainers to review and edit content and training logistics. This group developed additional training content on implicit bias, intersectionality, and micro aggressions. Additionally, content on policies, reporting, risks, and remedies, was updated to mirror training best practices around content delivery.



In partnership with the Center for Students with Disabilities, OIE developed and published the UConn Guidelines for Accessible Events to serve as a resource for University event organizers to create and manage a program or event accessible to people with disabilities. OIE provides accessibility-related in-person training across the University.



The Office of Institutional Research and Effectiveness completed the design of a data portal, accessible by senior administrators in each school and college. The data portal enables administrators to query multiple variables of workforce demographic data, including new hires and view the data in graphical form, allowing for the development of strategic recruitment plans and a greater awareness of the evolution of their workforce.



The Graduate School sponsored 12 doctoral students to attend the Compact for Faculty Diversity's Institute on Teaching and Mentoring. The Institute aims to provide professional development and career building tools, but also to create safe spaces and a community of inspirational role models and partners who push each other to complete the doctorate and in many cases achieve a faculty position.

Planning for the Future



The Department of Human Resources will implement PageUp People, an applicant and talent management system integrating recruitment, applicant management and onboarding into a streamlined cloud-based platform. OIE will collaborate on the design and implementation, review and improve existing processes to ensure EEO/AA compliance throughout the process. PageUp will encompass all recruitment, onboarding, and analytics, enabling OIE to more effectively monitor and continue to improve necessary AA Plan reporting statistics.



OIE will ensure that all disposition reasons provided for candidates are clear, objective, and qualification-based. This will involve more comprehensive training of search committees with enhanced content focusing on providing examples of correct disposition language and a more detailed review of language at search approval.

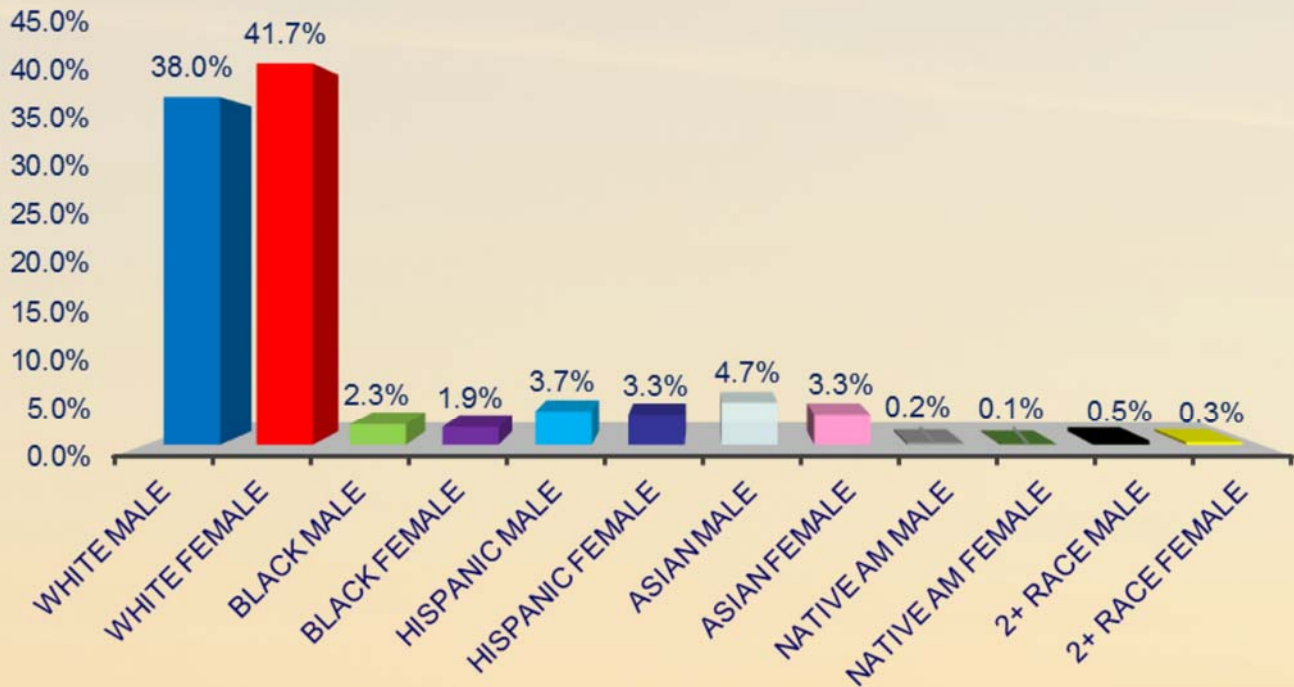


OIE will partner with University Planning, Design and Construction (UPDC) and Information Technology Services (ITS) to launch an interactive campus accessibility map, intended to expand and enhance general information related to building accessibility for the public. OIE will collaborate with UPDC and Facilities Operations and Building Services (FO) to update existing University design guidelines and performance standards related to accessibility.



OIE will develop an assessment program to evaluate the efficacy of both Diversity Awareness and Sexual Harassment Prevention Training. These assessments will help ensure the overall training experience is meaningful, well understood by participants. And ensure that content required by the regulations is clearly presented.

Total Workforce: 4159



• 50.7% female and 49.3% male

• 843 minority employees = 20.3 %

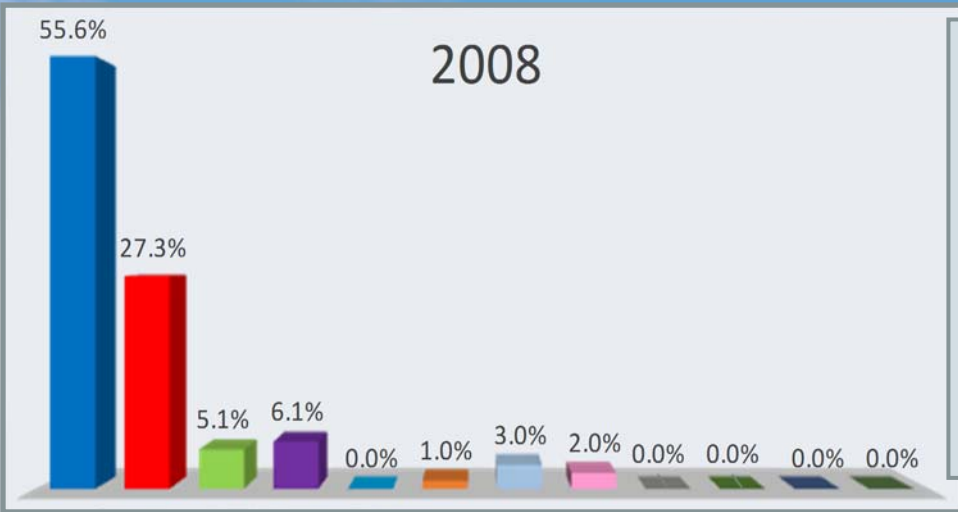
The composition of the workforce did not change significantly from the previous reporting period.

Compared to 2017:

- ◆ The total workforce increased from 4143 to 4159
- ◆ Hispanic stayed the same at 7.0%
- ◆ Asian increased from 7.4 to 8.0%.
- ◆ Black increased from 4.0 to 4.2%.
- ◆ White decreased from 80.6% to 79.7%.
- ◆ Female decreased 51.3% to 50.7%
- ◆ Total minority* workforce increased from 19.3% to 20.3%.

*includes Black, Hispanic, Asian, Native American and Two or more Races

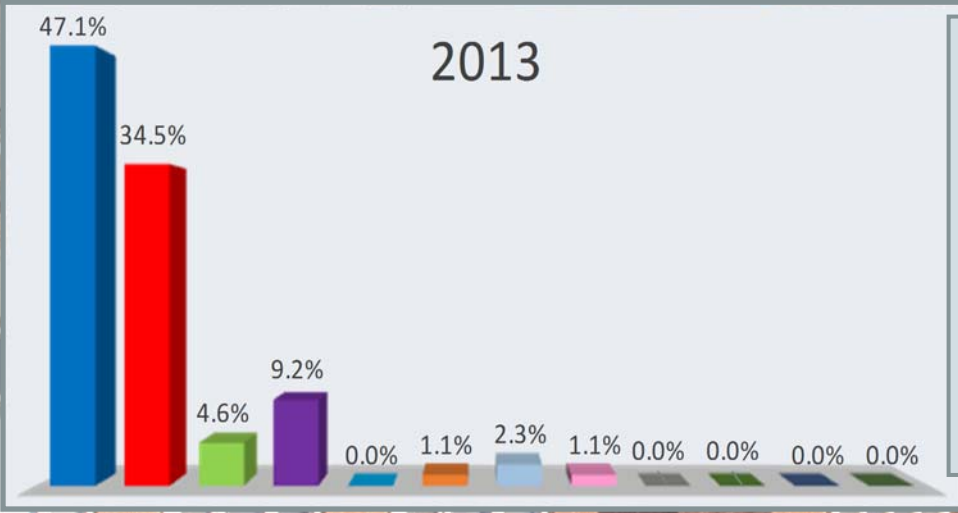
WORKFORCE ANALYSIS—EXECUTIVE—PAST AND PRESENT



Total: 99

White Male: 55
 White Female: 27
 Black Male: 5
 Black Female: 6
 Hispanic Male: 0
 Hispanic Female: 1
 Asian Male: 3
 Asian Female: 2

36.4% Female (36)
 63.6% Male (63)
 17.2% minority (17)



Total: 87

White Male: 41
 White Female: 30
 Black Male: 4
 Black Female: 8
 Hispanic Male: 0
 Hispanic Female: 1
 Asian Male: 2
 Asian Female: 1

46.0% Female (40)
 54.0% Male (47)
 18.4% minority (16)



Total: 94

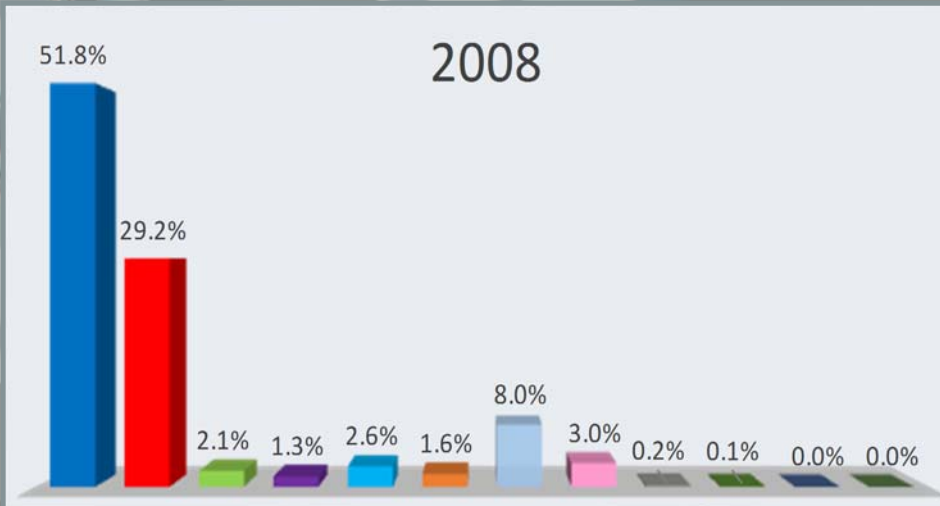
White Male: 35
 White Female: 41
 Black Male: 3
 Black Female: 5
 Hispanic Male: 2
 Hispanic Female: 2
 Asian Male: 2
 Asian Female: 2
 Native Am Male: 1
 2+ Race Female: 1

54.3% Female (51)
 45.7% Male (43)
 19.1% minority (18)

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

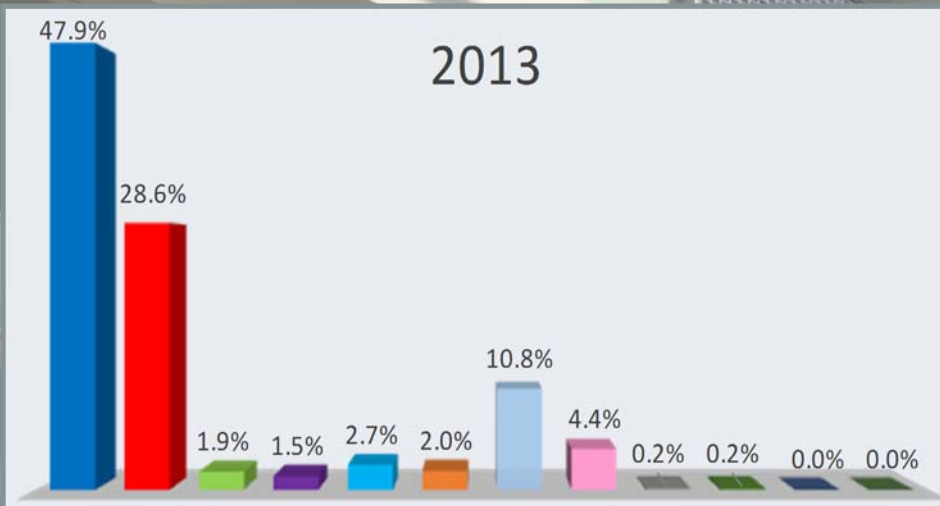
Data as of September 30, 2018

WORKFORCE ANALYSIS—FACULTY—PAST AND PRESENT



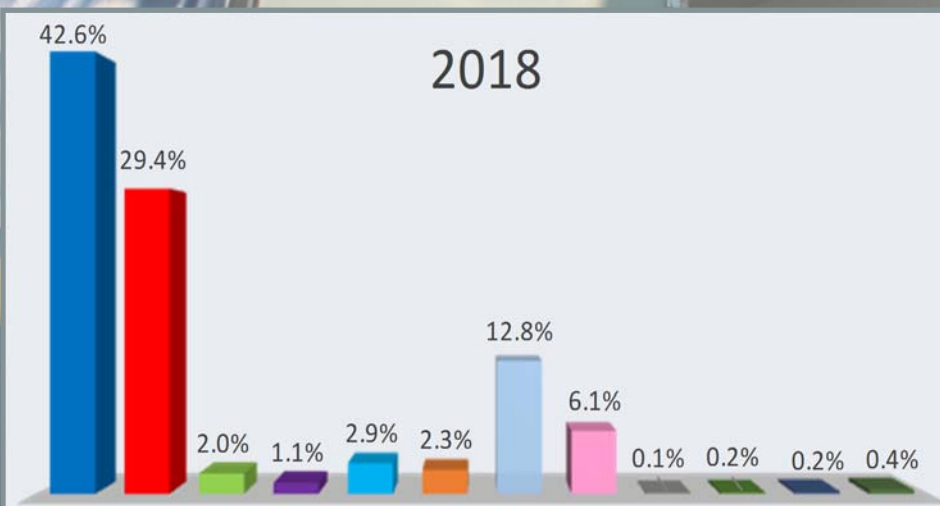
Total: 1214
 White Male: 629
 White Female: 355
 Black Male: 25
 Black Female: 16
 Hispanic Male: 32
 Hispanic Female: 20
 Asian Male: 97
 Asian Female: 37
 Native Am Male: 2
 Native Am Female: 1

35.3% Female (429)
 64.7% Male (785)
 18.9% minority (230)



Total: 1237
 White Male: 592
 White Female: 354
 Black Male: 24
 Black Female: 18
 Hispanic Male: 33
 Hispanic Female: 25
 Asian Male: 133
 Asian Female: 54
 Native Am Male: 2
 Native Am Female: 2

37.2% Female (460)
 62.8% Male (777)
 23.5% minority (291)



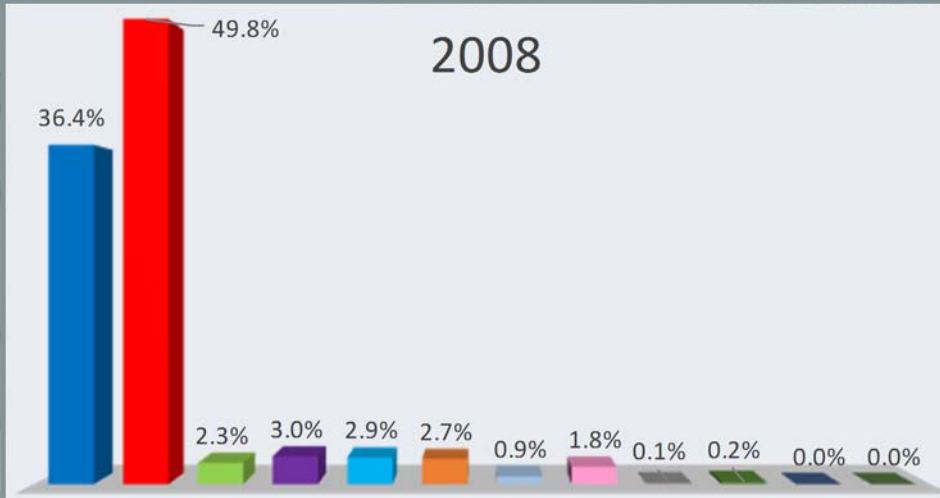
Total: 1223
 White Male: 521
 White Female: 360
 Black Male: 24
 Black Female: 13
 Hispanic Male: 36
 Hispanic Female: 28
 Asian Male: 156
 Asian Female: 74
 Native Am Male: 1
 Native Am Female: 2
 2+ Race Male: 3
 2+ Race Female: 5

39.2% Female (482)
 60.8% Male (741)
 28.0% minority (342)

■ White Male ■ White Female ■ Black Male
■ Black Female ■ Hispanic Male ■ Hispanic Female
■ Asian Male ■ Asian Female ■ Native American Male
■ Native American Female

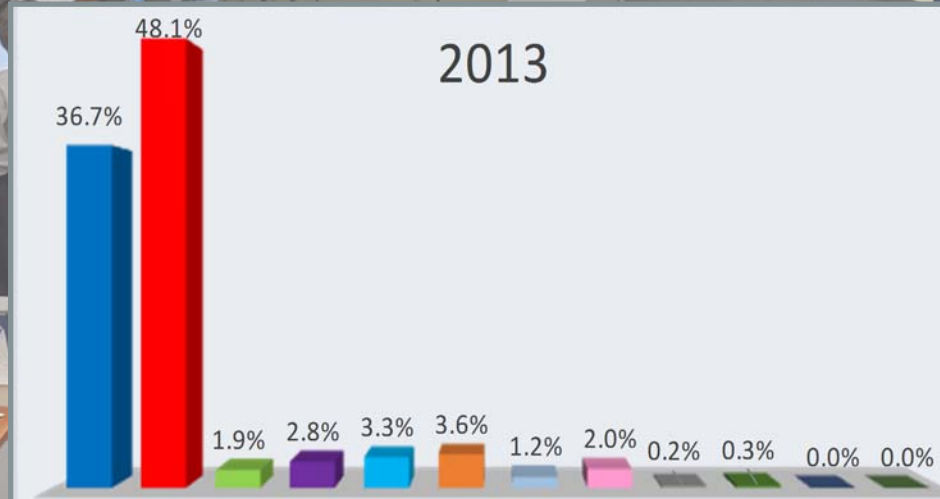
Data as of September 30, 2018

WORKFORCE ANALYSIS—STAFF—PAST AND PRESENT



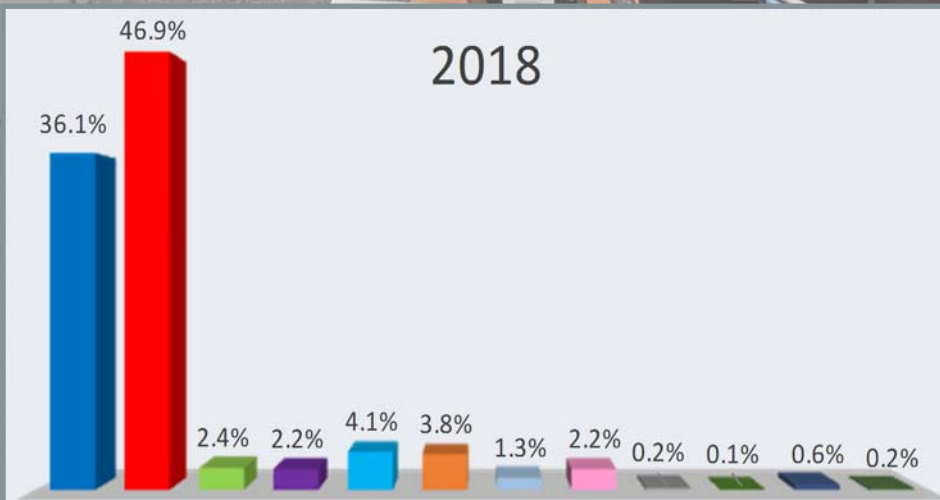
Total: 2816
 White Male: 1024
 White Female: 1401
 Black Male: 64
 Black Female: 84
 Hispanic Male: 81
 Hispanic Female: 76
 Asian Male: 24
 Asian Female: 52
 Native Am Male: 3
 Native Am Female: 7

57.5% Female (1620)
 42.5% Male (1196)
 13.9% minority (391)



Total: 2745
 White Male: 1008
 White Female: 1320
 Black Male: 52
 Black Female: 77
 Hispanic Male: 90
 Hispanic Female: 98
 Asian Male: 32
 Asian Female: 55
 Native Am Male: 5
 Native Am Female: 8

56.8% Female (1558)
 43.2% Male (1187)
 15.2% minority (417)



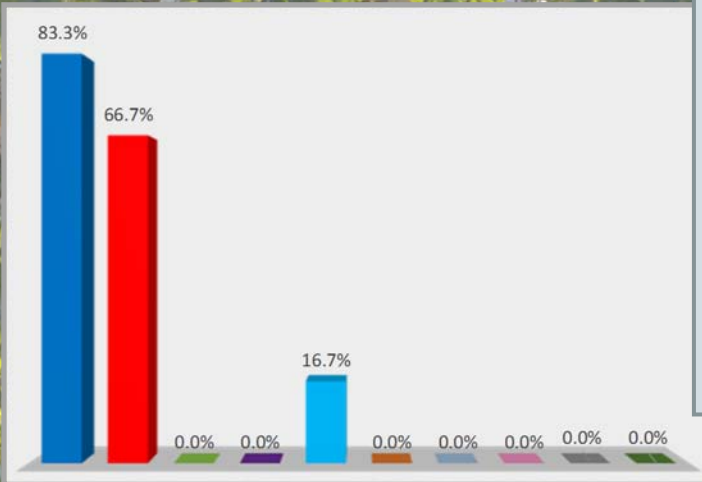
Total: 2842
 White Male: 1026
 White Female: 1333
 Black Male: 67
 Black Female: 63
 Hispanic Male: 116
 Hispanic Female: 108
 Asian Male: 36
 Asian Female: 63
 Native Am Male: 2
 Native Am Female: 6

56.0% Female (1574)
 44.0% Male (1268)
 17.0% minority (483)

■ White Male ■ White Female ■ Black Male
■ Black Female ■ Hispanic Male ■ Hispanic Female
■ Asian Male ■ Asian Female ■ Native American Male
■ Native American Female

Data as of May 30, 2018

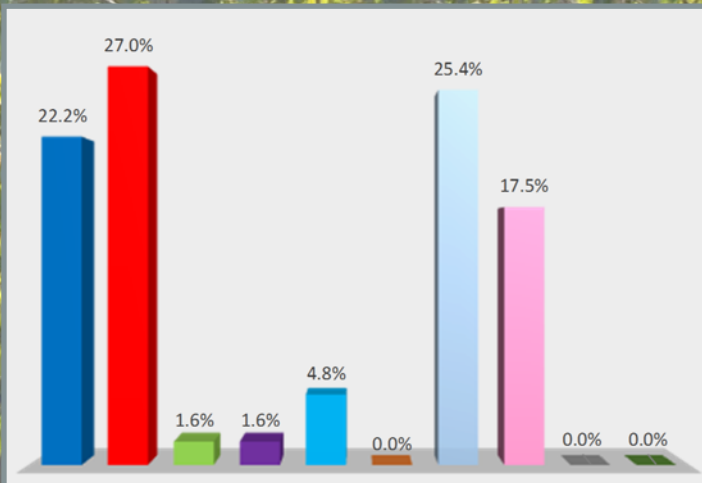
Executive



White Male: 83.3% (1)
 White Female: 66.7% (4)
 Black Male: 0.0% (0)
 Black Female: 0.0% (0)
 Hispanic Male: 16.7% (1)
 Hispanic Female: 0.0% (0)
 Asian Male: 0.0% (0)
 Asian Female: 0.0% (0)

6 new hires
 66.7% female and 33.3% male
 1 Hispanic male was hired as a University Director
 2 White females hired as Deans
 Increase in female and Hispanic hires from 2017

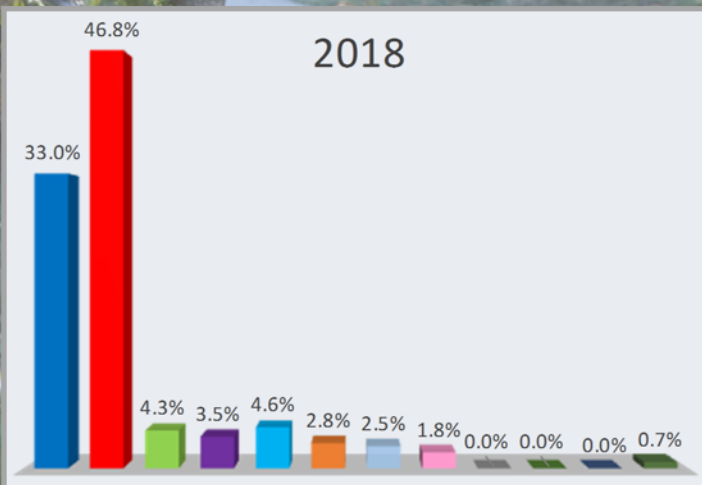
Faculty



White Male: 22.2% (14)
 White Female: 27.0% (17)
 Black Male: 1.6% (1)
 Black Female: 1.6% (1)
 Hispanic Male: 4.8% (3)
 Hispanic Female: 0.0% (0)
 Asian Male: 25.4% (16)
 Asian Female: 17.5% (11)

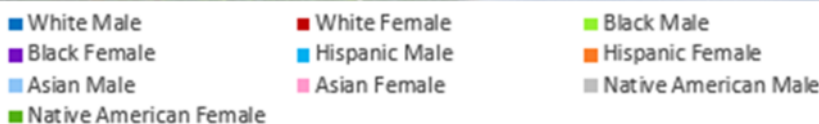
63 new hires
 46.0% female and 54.0% male
 1 Black Female was hired as an Associate Professor
 Increase in male, White and Asian hires from 2017

Staff



White Male: 33.0% (93)
 White Female: 46.8% (132)
 Black Male: 4.3% (12)
 Black Female: 3.9% (11)
 Hispanic Male: 4.6% (13)
 Hispanic Female: 2.8% (8)
 Asian Male: 2.5% (7)
 Asian Female: 2.1% (6)
 2+ Race Female: 0.7% (2)

282 new hires
 56.4% female and 43.6% male
 Increase in female, White and Hispanic hires from 2017



Data as of September 30, 2018

Executive

Applied: 134

- White Male: 65
- White Female: 30
- Black Male: 9
- Black Female: 2
- Hispanic Male: 4
- Hispanic Female: 1
- Asian Male: 6
- Asian Female: 2
- Unknown Male: 7
- Unknown Female: 8
- Total Female: 43
- Total Male: 91

Qualified: 60

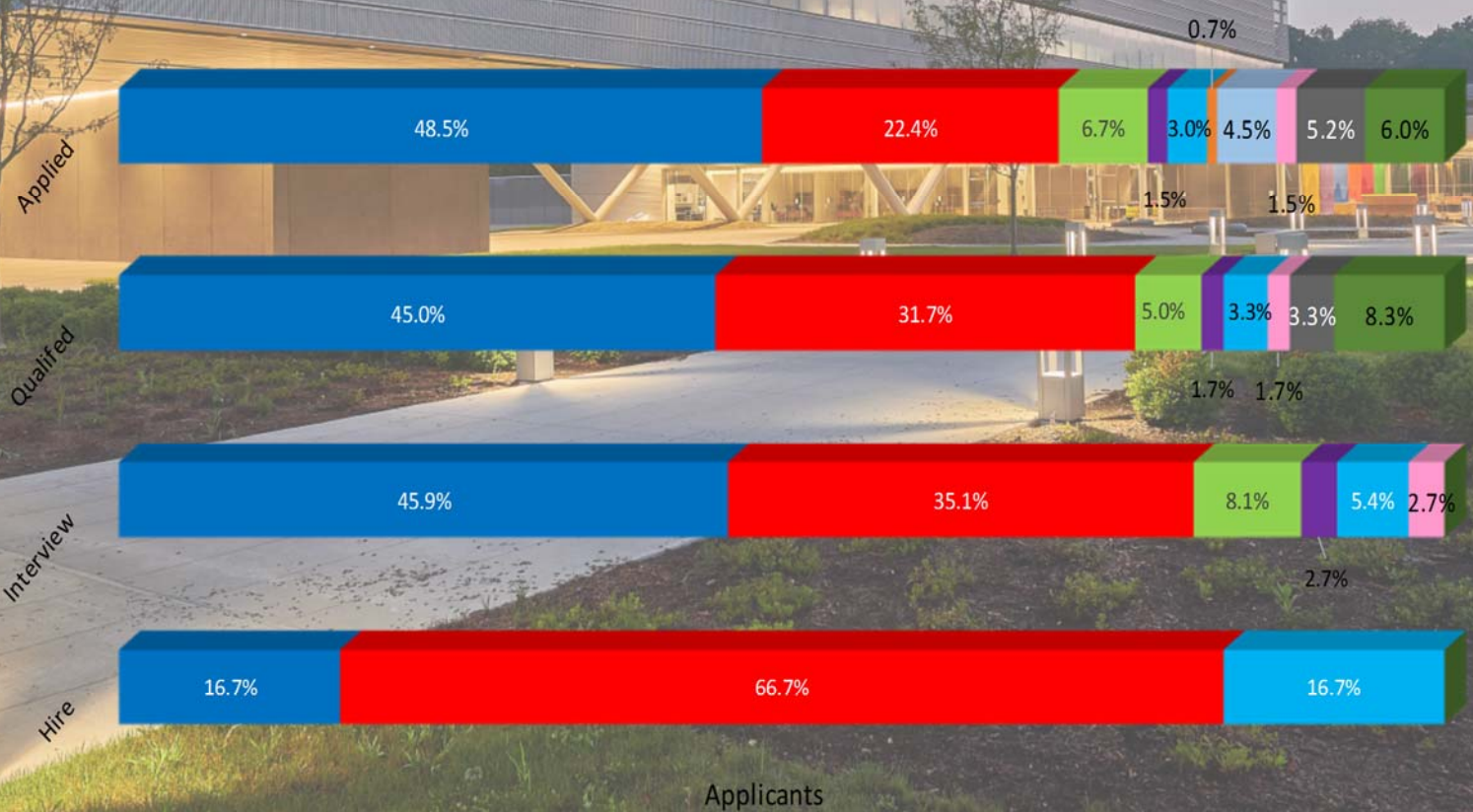
- White Male: 27
- White Female: 19
- Black Male: 3
- Black Female: 1
- Hispanic Male: 2
- Hispanic Female: 0
- Asian Male: 0
- Asian Female: 1
- Unknown Male: 2
- Unknown Female: 5
- Total Female: 26
- Total Male: 34

Interview: 37

- White Male: 17
- White Female: 13
- Black Male: 3
- Black Female: 1
- Hispanic Male: 2
- Hispanic Female: 0
- Asian Male: 0
- Asian Female: 0
- Unknown Male: 2
- Unknown Female: 5
- Total Female: 15
- Total Male: 22

Hire: 6

- White Male: 1
- White Female: 4
- Black Male: 0
- Black Female: 0
- Hispanic Male: 1
- Hispanic Female: 0
- Asian Male: 0
- Asian Female: 0
- Native Am Male: 0
- Native Am Female: 0
- Total Female: 4
- Total Male: 2



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

Faculty

Applied: 1763

- White Male: 525
- White Female: 373
- Black Male: 34
- Black Female: 25
- Hispanic Male: 62
- Hispanic Female: 28
- Asian Male: 437
- Asian Female: 173
- Unknown Male: 66
- Unknown Female: 40
- Total Female: 639
- Total Male: 1124

Qualified: 753

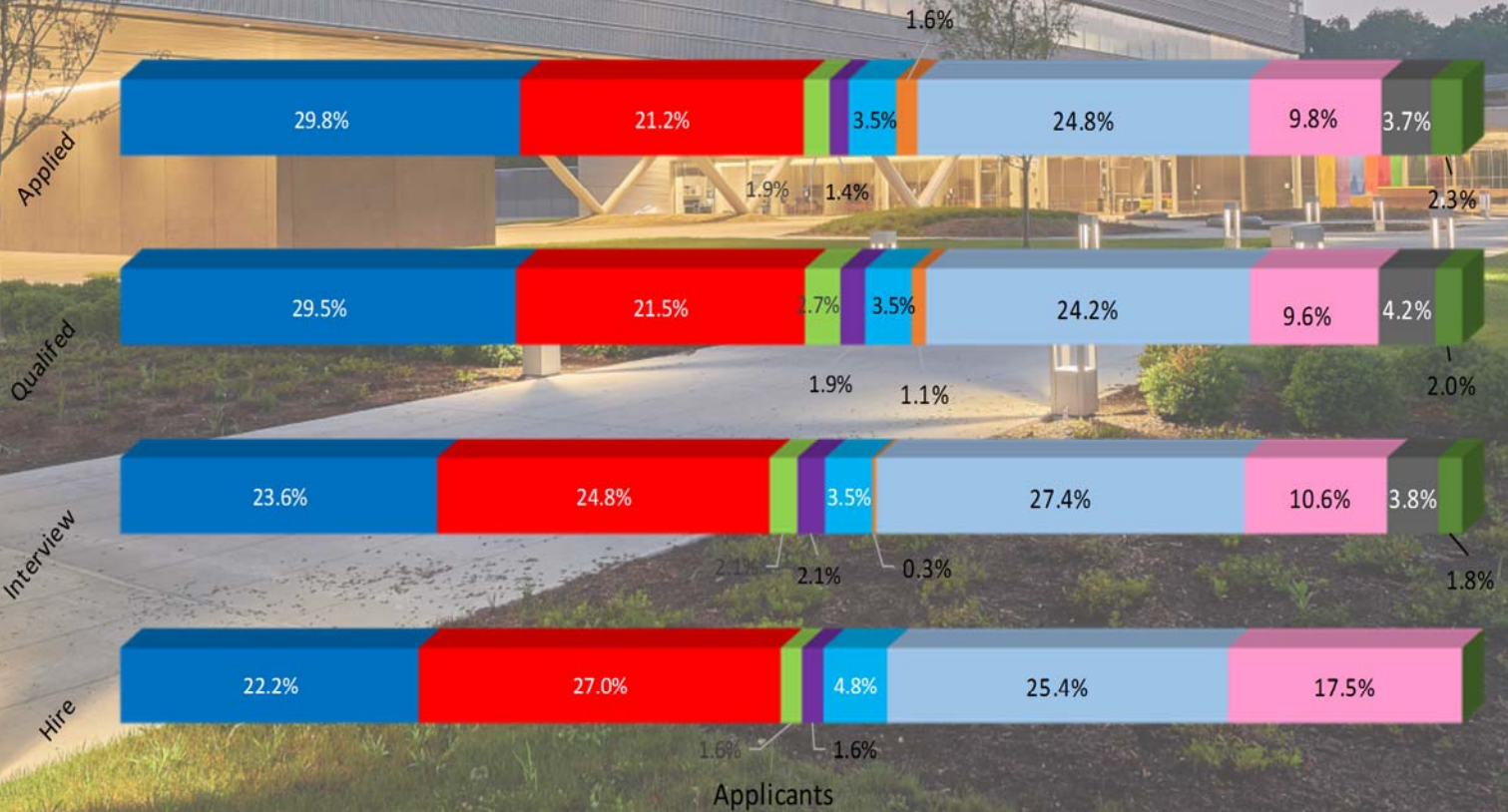
- White Male: 222
- White Female: 162
- Black Male: 20
- Black Female: 14
- Hispanic Male: 26
- Hispanic Female: 8
- Asian Male: 182
- Asian Female: 72
- Unknown Male: 32
- Unknown Female: 15
- Total Female: 271
- Total Male: 482

Interview: 339

- White Male: 80
- White Female: 44
- Black Male: 7
- Black Female: 7
- Hispanic Male: 12
- Hispanic Female: 1
- Asian Male: 93
- Asian Female: 36
- Native Am Male: 13
- Native Am Female: 6
- Total Female: 134
- Total Male: 205

Hire: 63

- White Male: 14
- White Female: 17
- Black Male: 1
- Black Female: 1
- Hispanic Male: 3
- Hispanic Female: 0
- Asian Male: 16
- Asian Female: 11
- Unknown Male: 0
- Unknown Female: 0
- Total Female: 29
- Total Male: 34



■ White Male
 ■ White Female
 ■ Black Male
 ■ Black Female
 ■ Hispanic Male
■ Hispanic Female
 ■ Asian Male
 ■ Asian Female
 ■ Unknown Male
 ■ Unknown Female

Staff

Applied: 8659

- White Male: 2884
- White Female: 3158
- Black Male: 521
- Black Female: 388
- Hispanic Male: 380
- Hispanic Female: 337
- Asian Male: 218
- Asian Female: 247
- Unknown Male: 251
- Unknown Female: 25
- Total Female: 4405
- Total Male: 4254

Qualified: 3543

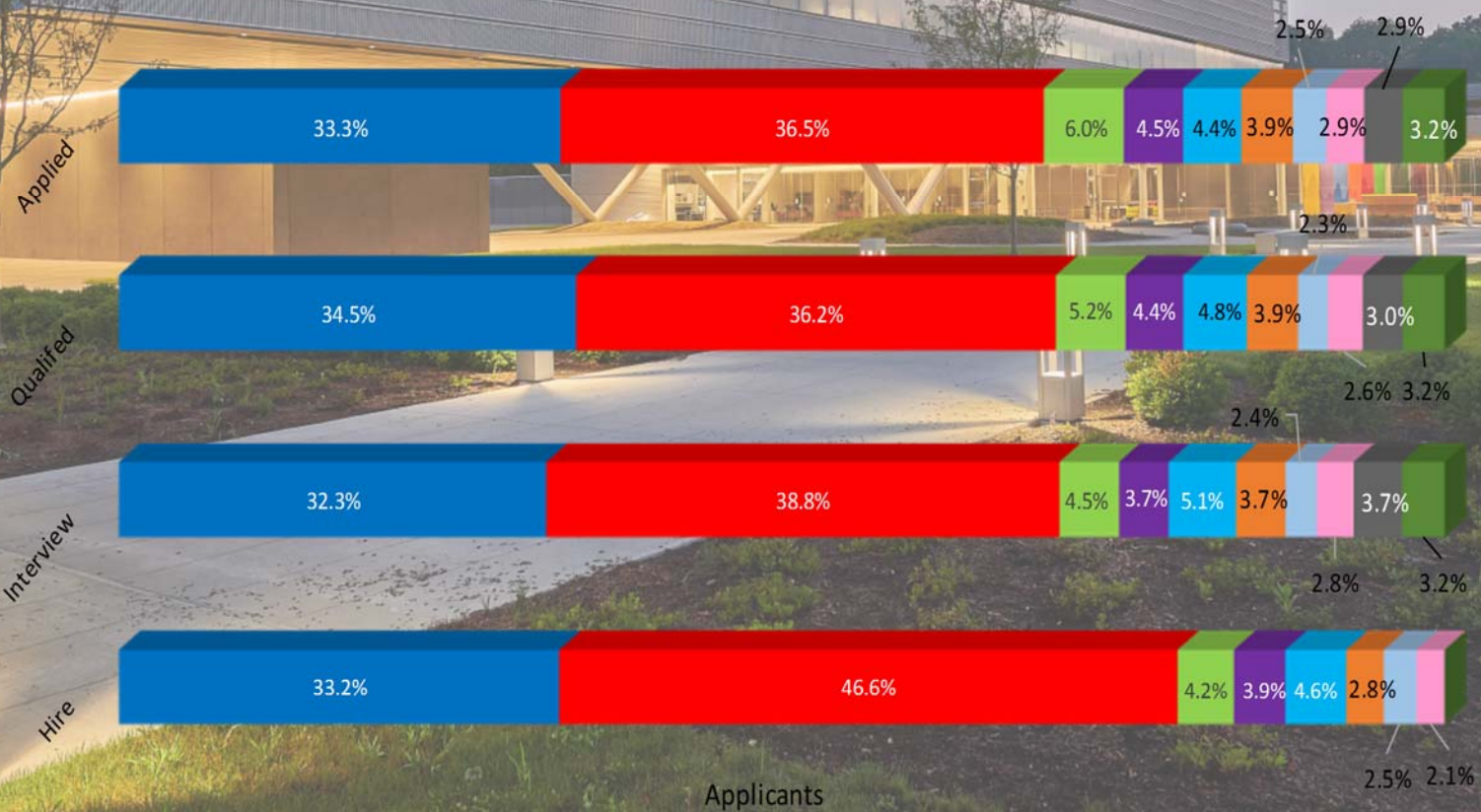
- White Male: 1222
- White Female: 1282
- Black Male: 186
- Black Female: 155
- Hispanic Male: 169
- Hispanic Female: 137
- Asian Male: 80
- Asian Female: 93
- Unknown Male: 107
- Unknown Female: 112
- Total Female: 1779
- Total Male: 1764

Interview: 1867

- White Male: 603
- White Female: 724
- Black Male: 81
- Black Female: 70
- Hispanic Male: 95
- Hispanic Female: 70
- Asian Male: 44
- Asian Female: 52
- Unknown Male: 68
- Unknown Female: 60
- Total Female: 976
- Total Male: 891

Hire: 282

- White Male: 93
- White Female: 132
- Black Male: 12
- Black Female: 10
- Hispanic Male: 13
- Hispanic Female: 8
- Asian Male: 7
- Asian Female: 5
- Unknown Male: 0
- Unknown Female: 0
- 2+ Race Female: 2
- Total Female: 157
- Total Male: 126



■ White Male
 ■ White Female
 ■ Black Male
 ■ Black Female
 ■ Hispanic Male
■ Hispanic Female
 ■ Asian Male
 ■ Asian Female
 ■ Unknow Male
 ■ Unknow Female