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

<table>
<thead>
<tr>
<th>Goal Achievement</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Goals</td>
<td>3</td>
</tr>
<tr>
<td>2020 Workforce</td>
<td>4</td>
</tr>
<tr>
<td>Workforce - 10 Year</td>
<td>5</td>
</tr>
<tr>
<td>2020 New Hires</td>
<td>8</td>
</tr>
<tr>
<td>Applicants</td>
<td>9</td>
</tr>
</tbody>
</table>
A hiring or promotional goal is set when underutilization has been identified for a race/gender group in a job category/title. For each job category/title, a Utilization Analysis is conducted to compare the University's workforce to the availability in the relevant labor market. Availability is determined through an analysis of statistical data from sources such as the US Census, IPEDS, NCAA, and the Department of Labor. Availability is determined for each job group by weighting the sources in accordance with its significance to that job category/title. When the percentage of a race/gender group in the University workforce is less than the availability in the labor market, hiring goals are set. Promotional goals are set in lieu of or in addition to hiring goals, based on the historical pattern of filling specific positions.

Because of the constantly changing labor market and University workforce, goals are updated annually.

### Goal Achievement

<table>
<thead>
<tr>
<th>Category</th>
<th>Hires</th>
<th>Goals Met</th>
<th>2020 %</th>
<th>2019 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Managerial</td>
<td>9</td>
<td>2</td>
<td>22.2</td>
<td>28.6</td>
</tr>
<tr>
<td>Faculty</td>
<td>88</td>
<td>45</td>
<td>51.1</td>
<td>48.2</td>
</tr>
<tr>
<td>Professional</td>
<td>167</td>
<td>39</td>
<td>23.4</td>
<td>21.0</td>
</tr>
<tr>
<td>Secretarial/Clerical</td>
<td>2</td>
<td>0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Tech/Paraprofessional</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Qualified Craft</td>
<td>12</td>
<td>1</td>
<td>8.3</td>
<td>12.5</td>
</tr>
<tr>
<td>Protective Services</td>
<td>17</td>
<td>3</td>
<td>17.6</td>
<td>28.6</td>
</tr>
<tr>
<td>Service/Maintenance</td>
<td>32</td>
<td>9</td>
<td>28.1</td>
<td>25.0</td>
</tr>
<tr>
<td>Total</td>
<td>327</td>
<td>99</td>
<td>30.3</td>
<td>25.3</td>
</tr>
</tbody>
</table>

**Total Goal Achievement: 30.3%**

Note: New Career Path* titles are not included in the hires for goal achievement as not goals were not set in the previous Plan.

- The Faculty category had the highest goal achievement of 51.1%
- 37.4% of the goals met were by White male hires - 27 hires.
- Females comprised 52.5% of goal hires
- 27.3% of goals were met by minority** hires

*Career Paths is the new classification system for UCPEA covered employees implemented by Human Resources in July 2020.

**includes Black, Hispanic, Asian and Native American
The Office of Institutional Equity (OIE) established a working group that updated materials around sexual harassment including website content, brochures, and updated information and best practices within trainings. Specifically, information covered in these updated materials included definitions of sexual harassment, brief case studies to illustrate examples of sexual harassment, accessibility of information, where and how to report incidents of sexual harassment, and extensive discussion of the University’s commitment to a working environment free from all forms of discrimination and harassment including sexual harassment. All materials were developed to be clear, easy to understand, and easily accessible.

The Office of Institutional Equity’s Training and Education team developed an on-line search committee training to allow employees working remotely to fulfill the training requirement prior to serving on a search committee. This self-paced training covers topics of Affirmative Action and Equal Employment Opportunity compliance, the University search process, best practices for recognizing and minimizing implicit bias, recruitment, interviewing and applicant evaluation.

The Office of Institutional Equity collaborated with the Office of Human Resources on an enhanced New Employee Orientation (NEO) Module. In the new NEO program, OIE staff deliver a presentation to all new employees including an overview of OIE’s role at the University along with information about Affirmative Action and Equal Employment Opportunity compliance, training obligations including Sexual Harassment Prevention and Diversity Awareness Training, and the University’s Policy Against Discrimination, Harassment, and Related Interpersonal Violence.

The Office of Institutional Equity (OIE) will reconstruct the online version of the mandatory search committee-training workshop to include additional modules and updated information on inherent bias and search procedures. Due to the addition of a new software program for searches and updated research on inherent bias and recruitment initiatives, there is a demand for a retrain for all University employees on a search committee. OIE will begin the process of offering the new online module as part of the retraining initiative.

The Office of Institutional Equity (OIE), in collaboration with the Office for Diversity and Inclusion (ODI), will update and enhance the mandatory Diversity Awareness training. The training will have a focus on concrete ways to engage in the workforce respectfully. The collaboration will involve enriching the current content of resources, policies, and conduct expectations. The Diversity Awareness training will also include additional information on topics of intersectionality, implicit bias, and other critical diversity topics.
The total workforce increased from 4179 to 4218, an increase of 0.9%.

- Hispanic increased from 7.4% to 7.6%.
- Black remained the same at 4.2%.
- Asian decreased from 8.5% to 8.4%.
- 2+ Races increased from 0.7% to 1.0%
- Native American increased from 0 to 0.3%
- White decreased from 79.7 to 78.5%.
- Female increased from 51.4% to 51.9%.
- Total minority* workforce increased from 20.8% to 21.5%

*includes Black, Hispanic, Asian, Native American and Two or more Races
WORKFORCE ANALYSIS—EXECUTIVE—PAST AND PRESENT

2020

Total: 93
White Male: 33
White Female: 22
Black Male: 6
Black Female: 6
Hispanic Male: 3
Hispanic Female: 1
Asian Male: 1
Asian Female: 1
Native Am Male: 1
Native Am Female: 1
2+ Race Male: 1
2+ Female: 2
34.5% Female (30)
65.5% Male (57)
17.2% minority (15)

2015

Total: 95
White Male: 42
White Female: 36
Black Male: 3
Black Female: 6
Hispanic Male: 0
Hispanic Female: 1
Asian Male: 6
Asian Female: 1
Native Am Male: 2
Native Am Female: 1
2+ Race Male: 0*
2+ Female: 0*
46.3% Female (44)
53.7% Male (51)
17.9% minority (17)

2010

Total: 81
White Male: 48
White Female: 18
Black Male: 5
Black Female: 6
Hispanic Male: 0
Hispanic Female: 1
Asian Male: 2
Asian Female: 1
Native Am Male: 0
Native Am Female: 0
2+ Race Male: 0*
2+ Female: 0*
32.0% Female (26)
68.0% Male (55)
18.5% minority (15)

*2+ race data not collected at this time

Data as of November 30, 2020

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WORKFORCE ANALYSIS—FACULTY—PAST AND PRESENT

Office of Institutional Equity

Data as of November 30, 2020

2020

Total: 1158
White Male: 483
White Female: 326
Black Male: 18
Black Female: 16
Hispanic Male: 42
Hispanic Female: 26
Asian Male: 151
Asian Female: 80
Native Am Male: 2
Native Am Female: 2
2+ Race Male: 5
2+ Female: 7
39.5% Female (457)
60.5% Male (701)
30.1% minority (349)

2015

Total: 1166
White Male: 547
White Female: 322
Black Male: 27
Black Female: 12
Hispanic Male: 34
Hispanic Female: 29
Asian Male: 130
Asian Female: 62
Native Am Male: 2
Native Am Female: 1
2+ Race Male: 0*
2+ Female: 0*
36.5% Female (426)
63.5% Male (740)
25.5% minority (297)

2010

Total: 1033
White Male: 531
White Female: 285
Black Male: 24
Black Female: 15
Hispanic Male: 28
Hispanic Female: 15
Asian Male: 98
Asian Female: 34
Native Am Male: 1
Native Am Female: 2
2+ Race Male: 0*
2+ Female: 0*
34.0% Female (351)
66.0% Male (682)
21.0% minority (217)

*2+ race data not collected at this time

Data as of November 30, 2020
WORKFORCE ANALYSIS—STAFF—PAST AND PRESENT

Data as of November 30, 2020

**2020**
- Total: 2967
- White Male: 1038
- White Female: 1398
- Black Male: 64
- Black Female: 67
- Hispanic Male: 128
- Hispanic Female: 122
- Asian Male: 41
- Asian Female: 76
- Native American Male: 1
- Native American Female: 6
- 2+ Race Male: 7
- 2+ Race Female: 19
- 56.9% Female (1688)
- 43.1% Male (1279)
- 17.9% minority (531)

**2015**
- Total: 2827
- White Male: 1021
- White Female: 1369
- Black Male: 60
- Black Female: 77
- Hispanic Male: 98
- Hispanic Female: 99
- Asian Male: 31
- Asian Female: 60
- Native American Male: 4
- Native American Female: 8
- 2+ Race Male: 0*
- 2+ Race Female: 0*
- 57.1% Female (1613)
- 42.9% Male (1214)
- 15.5% minority (437)

**2010**
- Total: 2711
- White Male: 992
- White Female: 1344
- Black Male: 61
- Black Female: 79
- Hispanic Male: 80
- Hispanic Female: 78
- Asian Male: 22
- Asian Female: 48
- Native American Male: 3
- Native American Female: 4
- 2+ Race Male: 0*
- 2+ Race Female: 0*
- 57.3% Female (1553)
- 42.7% Male (1158)
- 13.8% minority (375)

*2+ race data not collected at this time

Office of Institutional Equity  www.equity.uconn.edu
2020 NEW HIRE SCATTERS

TOTAL: 88

White Male: 31.8% (28)
White Female: 27.3% (24)
Black Male: 0.0% (0)
Black Female: 5.7% (5)
Hispanic Male: 3.4% (3)
Hispanic Female: 5.7% (5)
Asian Male: 13.6% (12)
Asian Female: 10.2% (9)
Native American Male: 0.0% (0)
Native American Female: 0.0% (0)
2+ Race Male: 0.0% (0)
2+ Race Female: 0.0% (0)

EXECUTIVE

TOTAL: 9

White Male: 33.3% (3)
White Female: 22.2% (2)
Black Male: 22.2% (2)
Black Female: 11.1% (1)
Hispanic Male: 0.0% (0)
Hispanic Female: 0.0% (0)
Asian Male: 11.1% (1)
Asian Female: 0.0% (0)
Native American Male: 0.0% (0)
Native American Female: 0.0% (0)
2+ Race Male: 0.0% (0)
2+ Race Female: 0.0% (0)

FACULTY

TOTAL: 283

White Male: 31.4% (89)
White Female: 43.5% (123)
Black Male: 2.8% (8)
Black Female: 3.2% (9)
Hispanic Male: 5.7% (16)
Hispanic Female: 5.7% (16)
Asian Male: 2.5% (7)
Asian Female: 2.8% (8)
Native American Male: 0.0% (0)
Native American Female: 0.0% (0)
2+ Race Male: 1.1% (3)
2+ Race Female: 1.4% (4)

STAFF

Data as of November 30, 2020

White Male
White Female
Black Male
Hispanic Male
Asian Male
Native American Male
2+ Race Male
2+ Race Female
31.8%
27.3%
0.0%
5.7%
11.1%
13.6%
10.2%
2.3%
43.5%
2.8%
3.2%
5.7%
5.7%
2.5%
2.8%
1.1%
1.4%
### Executive

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<tr>
<th>Category</th>
<th>Total Number</th>
<th>White Male</th>
<th>White Female</th>
<th>Black Male</th>
<th>Black Female</th>
<th>Hispanic Male</th>
<th>Hispanic Female</th>
<th>Asian Male</th>
<th>Asian Female</th>
<th>2+ Race Male</th>
<th>2+ Race Female</th>
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<tbody>
<tr>
<td>Applied</td>
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<td>100</td>
<td>52</td>
<td>23</td>
<td>23</td>
<td>7</td>
<td>5</td>
<td>18</td>
<td>7</td>
<td>2</td>
<td>2</td>
<td>125</td>
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<tr>
<td>Qualified</td>
<td>145</td>
<td>34</td>
<td>15</td>
<td>12</td>
<td>8</td>
<td>3</td>
<td>1</td>
<td>7</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>60</td>
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<tr>
<td>Interview</td>
<td>77</td>
<td>26</td>
<td>10</td>
<td>6</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>21</td>
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<tr>
<td>Hire</td>
<td>9</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Qualified:**
- White Male: 34
- White Female: 15
- Black Male: 12
- Black Female: 8
- Hispanic Male: 3
- Hispanic Female: 1
- Asian Male: 7
- Asian Female: 3
- 2+ Race Male: 2
- 2+ Race Female: 0
- Unknown: 60

**Interview:**
- White Male: 26
- White Female: 10
- Black Male: 6
- Black Female: 4
- Hispanic Male: 1
- Hispanic Female: 1
- Asian Male: 5
- Asian Female: 3
- 2+ Race Male: 0
- 2+ Race Female: 0
- Unknown: 21

**Hire:**
- White Male: 3
- White Female: 2
- Black Male: 2
- Black Female: 1
- Hispanic Male: 0
- Hispanic Female: 0
- Asian Male: 1
- Asian Female: 0
- 2+ Race Male: 0
- 2+ Race Female: 0
- Unknown: 0

**Total Female:**
- Applied: 89
- Qualified: 27
- Interview: 18
- Hire: 3

**Total Male:**
- Applied: 150
- Qualified: 58
- Interview: 38
- Hire: 6

---

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### 2020 Applicants

**October 1, 2019 - November 30, 2020**

**Faculty**

**Applied: 4707**
- White Male: 1208
- White Female: 813
- Black Male: 14
- Black Female: 16
- Hispanic Male: 41
- Hispanic Female: 21
- Asian Male: 1177
- Asian Female: 684
- 2+ Race Male: 45
- 2+ Race Female: 26
- Unknown: 662
- Total Female: 1560
- Total Male: 2485

**Qualified: 2527**
- White Male: 617
- White Female: 434
- Black Male: 7
- Black Female: 6
- Hispanic Male: 29
- Hispanic Female: 11
- Asian Male: 680
- Asian Female: 356
- 2+ Race Male: 23
- 2+ Race Female: 10
- Unknown: 354
- Total Female: 817
- Total Male: 1356

**Interview: 542**
- White Male: 116
- White Female: 113
- Black Male: 0
- Black Female: 5
- Hispanic Male: 10
- Hispanic Female: 11
- Asian Male: 118
- Asian Female: 76
- 2+ Race Male: 1
- 2+ Race Female: 2
- Unknown: 91
- Total Female: 206
- Total Male: 245

**Hire: 88**
- White Male: 28
- White Female: 24
- Black Male: 0
- Black Female: 5
- Hispanic Male: 3
- Hispanic Female: 5
- Asian Male: 12
- Asian Female: 9
- 2+ Race Male: 0
- 2+ Race Female: 2
- Unknown: 0
- Total Female: 45
- Total Male: 43

---

**Office of Institutional Equity**

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### Staff

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>White Male</th>
<th>White Female</th>
<th>Black Male</th>
<th>Black Female</th>
<th>Hispanic Male</th>
<th>Hispanic Female</th>
<th>Asian Male</th>
<th>Asian Female</th>
<th>2+ Race Male</th>
<th>2+ Race Female</th>
<th>Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied</td>
<td>10041</td>
<td>2972</td>
<td>3143</td>
<td>591</td>
<td>527</td>
<td>590</td>
<td>529</td>
<td>192</td>
<td>285</td>
<td>130</td>
<td>106</td>
<td>976</td>
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<tr>
<td>Qualified</td>
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<td>658</td>
<td>689</td>
<td>131</td>
<td>115</td>
<td>121</td>
<td>105</td>
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<td>Interview</td>
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<td>562</td>
<td>549</td>
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<td>96</td>
<td>36</td>
<td>49</td>
<td>20</td>
<td>16</td>
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</tr>
<tr>
<td>Hire</td>
<td>283</td>
<td>89</td>
<td>123</td>
<td>8</td>
<td>9</td>
<td>16</td>
<td>16</td>
<td>7</td>
<td>8</td>
<td>3</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

**Qualified: 2220**
- White Male: 658
- White Female: 689
- Black Male: 131
- Black Female: 115
- Hispanic Male: 121
- Hispanic Female: 105
- Asian Male: 67
- Asian Female: 75
- 2+ Race Male: 29
- 2+ Race Female: 31
- Unknown: 199

**Interview: 1701**
- White Male: 562
- White Female: 549
- Black Male: 74
- Black Female: 37
- Hispanic Male: 107
- Hispanic Female: 96
- Asian Male: 36
- Asian Female: 49
- 2+ Race Male: 20
- 2+ Race Female: 16
- Unknown: 155

**Hire: 283**
- White Male: 89
- White Female: 123
- Black Male: 8
- Black Female: 9
- Hispanic Male: 16
- Hispanic Female: 16
- Asian Male: 7
- Asian Female: 8
- 2+ Race Male: 3
- 2+ Race Female: 4
- Unknown: 0

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