

ASSIGNMENT OF RESPONSIBILITY AND MONITORING

(Section 46a-68-81)

March 2024

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. Dr. Radenka Maric is the President and current 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. Anne D'Alleva was appointed as the Provost and Executive Vice President for Academic Affairs in December 2022, after serving in the interim role since May 2022. 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 Maric assigned responsibility for operational achievement of the University's Affirmative Action goals to Letissa Reid, Associate Vice President of the Office of Institutional Equity (OIE). The President has vested in their authority, duties, and responsibilities necessary for the development, implementation, and monitoring of the *Affirmative Action Plan*.

The President and their Chief of Staff and General Counsel Michelle Williams and Michael Kirk, Senior Advisor to the President, held regular meetings with the Associate Vice President of OIE, to discuss issues of human and inter-group relations, review operational and administrative activities affecting the *Plan*, identify 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 reviews and is regularly briefed on the University's *Affirmative Action Plan* and continuing programming efforts.

Subsection (c)

Letissa Reid, the Associate Vice President of OIE, is designated as the Equal Employment Opportunity Officer for the University and reports directly to the appointing authority. As evidenced by the organizational chart, the Associate Vice President, and Equal Employment Opportunity Officer for the University reports directly to the President, the appointing authority during this *Plan*. Please see **EXHIBIT 1** for the organization chart.

The Associate Vice President, Letissa Reid, reported directly to President Dr. Radenka Maric on all matters concerning the *Plan*, affirmative action, discrimination, and equal employment opportunity. The Associate Vice President, Letissa Reid, has access to all records and personnel necessary for the effective performance of duties. As the designated Equal Employment Opportunity Officer, Letissa Reid is responsible for the development, maintenance, and monitoring of the University's *Affirmative Action Plan*.

As part of OIE'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 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. Please see **EXHIBIT 5**, in the *External Communication and Recruitment Strategies* section 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. 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 to employees on policy changes and current developments in affirmative action related laws; 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:

- Training staff responsible for personnel functions in the various schools and colleges about affirmative action aspects of the search process
- Partnering with the Office of Human Resources on new employee orientation activities
- Developing and conducting mandated Diversity Awareness and Sexual Harassment Prevention Training for all University employees at the Storrs and Regional campuses
- Developing and conducting training on inter-group relations, cross-cultural conflict, and cultural competence in the University setting
- Developing and presenting mandatory search committee training for faculty and staff searches, and monitoring the recruitment, evaluation, and hiring processes
- Maintaining relationships with state and federal civil rights agencies
- Maintaining relationships with internal and external University communities
- 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 and 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 University of Connecticut Diversity Council was established in May 2016 by President Susan Herbst. The 32-person Council, under the leadership of Chief Diversity Officer, was charged with the development and implementation of a multi-dimensional strategic diversity and inclusion plan that supported the diversity core value as stated in the academic plan and the six core recommendations of the Diversity Task Force.

The Diversity Council's five committees focused 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. Additionally, the Council supported 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 also acted in an advisory capacity to University leadership on various issues including increased recruitment and retention of underrepresented groups among students, faculty, and staff. Finally, the Diversity Council utilized analysis and assessment to monitor progress on diversity initiatives and works to identify and disseminate best practices for the successful coordination and execution of diversity programs across the University. With the change in University leadership and administration in the past year, the Council will await anticipated changes to charge, focus and structure prior to continuing its function.

Subsection (e)

During its functionality, members of the Diversity Council were identified by name and position. The 32-person Council was led by Chief Diversity Officer Franklin Tuitt, who held the title of the chair of the Diversity Council. Copies of all Diversity Council minutes, and all supporting documentation are retained as required by University and state records retention schedules. The University will continue to meet the requirements of the regulation relative to documentation of the Council, when and if it resumes functionality.

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 and work environment.

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 ensures University's commitment to affirmative action, diversity, multiculturalism, and social equity through functions that play educational, support, and compliance roles at the University. OIE's work is focused on administrating the University's non-discrimination policies as well as ensuring compliance with state and federal laws and regulations related to equal employment and affirmative action. OIE advises senior administration on institutional civil rights and social equity policies and issues. The Associate Vice President reported on these issues to the President and Provost and Executive Vice President of Academic Affairs. OIE is charged with compliance functions in the following major areas of focus:

- monitoring employment systems (faculty and staff recruitment, hiring, and retention)
- pre-litigation discrimination case management
- Americans with Disabilities Act (ADA) compliance
- training and education relative to diversity awareness and sexual harassment prevention
- reporting and publishing the University's progress and compliance with affirmative action and equal employment opportunity regulations; and
- 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 Employment Equity 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 proactive recruitment strategies were implemented by search committees and hiring departments. Additionally, the review ensures that disposition reasons for applicant ranking are qualification related, objective, and specific. In this *Plan* year, staff worked to ensure that all applicant evaluations at all phases of the search include detailed explanations of the committee's qualification-based reasoning for rejecting and selecting applicants for interview or hire.

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, interviewing best practices and inherent bias. 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 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 violations of University non-discrimination policies, 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 and Stephanie Hackett serves as Deputy ADA 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 training to individual departments or groups of employees or students seeking further guidance or training around discrimination and/or harassment issues. Investigators also present tailored training, 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 Employment Equity 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 Employment Equity staff prepare both Plans annually.

Title IX Compliance

Cameron Liston is the University's Title IX Coordinator. OIE's Title IX staff monitor and track the University's compliance with Title IX, provide training and education relating to 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.

Human Resources

Human Resources (HR), 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. HR 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. As of May 2024, HR consists of the following operating units:

- Office of the Chief Human Resources Officer (Administration)
- Human Resources – Workforce Solutions; Employee Engagement and Wellness; Communications, Training and Development; Absence Management; Human Resources Information Systems (HRIS); Employee Benefits, and Employee Resource Center,
- Employee Relations and Office of Faculty and Staff Labor Relations

For the period of December 1, 2022, to May 2023, HR’s organizational structure consisted of the following operating units:

- Human Resources Operations - Employee Benefits and HR Services, Absence Management, and Human Resources Information Systems (HRIS)
- Organizational Effectiveness and Workplace Culture – Workforce Solutions, Employee Engagement and Wellness, and HR Communications, Training and Development.
- Employee Relations and Office of Faculty and Staff Labor Relations

Search and Hire Services

The Workforce Solutions Team provides consultative services to the University community in the areas of recruitment, search and hire strategies for unclassified positions governed by the University’s Board of Trustees and classified positions governed by the State Personnel Act. The Team reviews and provides guidance on job descriptions and job postings, while also reviewing job specifications and qualifications to ensure they are free of discriminatory bias and that qualifications are bona fide and based on the primary duties of the job. The team advises departments on advertising and recruitment strategies, with an emphasis on strategies focused on diversifying applicant pools; participates in recruitment activities to attract under-represented groups into noncompetitive classified positions and unclassified positions; and provides assistance on developing minimum and preferred qualifications that target a diverse population of applicants. The Team also develops methods for tracking and reporting on diversity recruitment efforts.

Classification and Compensation

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

Advising, Training and Education

Human Resources offers training and development program available to all University employees, including bi-weekly orientations to welcome new employees to the University while educating them on the University’s policies and procedures, including the University General Rules of Conduct.

Human Resources administers the tuition reimbursement/waiver programs for University employees and oversees various training and professional development programs, including in-state service training and other specialized programs available to all employees to improve performance and engagement. HR supports the performance management process by providing training and advice to supervisors to ensure performance is managed consistently and fairly.

Employee Wellness and Engagement

The Employee Wellness and Engagement Team in HR offers a variety of programs to employees throughout the course of the year to enhance employee wellness and engagement for both faculty and staff. Programs are focused on family, personal development, health and wellness, professional development, and community. Programs include employee appreciation events, work life expo and related events, employee recognition awards, as well as health and wellness activities to promote wellbeing and community. The team is also responsible for the administration of the relationship with the University's Employee Assistance Program vendor that offers mental health services and work life services for all employees and their immediate families.

Employee Relations/Office of Faculty and Staff Labor Relations

The Office of Faculty and Staff Labor Relations (OFSLR) within the Employee Relations Division oversees faculty and staff labor relations for all University campus locations, including UConn Health. OFSLR negotiates and administers collective bargaining agreements for faculty (AAUP), non-teaching professional staff (UCPEA/AFT-CT), graduate assistants (GEU-UAW), and the post-doctoral research associates (UAW-Postdocs). At UConn Health, Labor Relations handles the negotiations for the faculty (AAUP-UCH) and for the clinical and professional staff (UHP). The Executive Director of Employee Relations serves as the Chief Negotiator for these agreements. The OFSLR 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 other divisions within the Office 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 Division's Labor and Employment Attorneys provide 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). The attorney members of the Division work under the direction of the Executive Director and under the general direction and authority of the Office of the General Counsel. The Employee Relations/OFSLR attorney's serve as the University's liaison to the Connecticut Office of the 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 programming and initiatives relating to diversity, equity and inclusion. 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 compliance relating to non-discrimination policies and promoting and implementing equity and diversity programs in support of a working and learning environment free of discrimination, harassment, and retaliation.

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 December 1, 2022, to November 30, 2023.

Office of Institutional Equity

Letissa Reid, Associate Vice President, Affirmative Action Officer & 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.

Percentage of time devoted to affirmative action duties: 100%

Sarah Chipman, Director of Equity Response and Education & 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. Assists the Title IX Coordinator with UConn Health'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%

Cameron Liston, Title IX Coordinator

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%

Alyssa Martin, Title IX Compliance & Education Specialist

As Title IX Compliance and Education Specialist assists to create and maintain a campus environment free from all forms of discrimination and harassment, including all forms of sexual harassment and violence, coordinated response, prevention, and education initiatives pursuant to Title IX and related statutes and regulations.

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 Storrs' and UConn Health's commitment to creating and maintaining a campus environment free from all forms of sexual violence, harassment, exploitation, and intimidation. As the 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%

Jamila Goolgar, Senior 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 UConn Health 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 UConn Health training mandates and state and federal statutes.

Percentage of time devoted to affirmative action duties: 100%

Anthony Soto, 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 UConn Health 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 UConn Health training mandates and state and federal statutes.

Percentage of time devoted to affirmative action duties: 100%

Stephanie Hackett, Deputy ADA Coordinator

Provides direction and support to ensure compliance with the ADA, as well as Section 504 of the Rehabilitation Act for UConn and UConn health, as well as assisting in the grievance process for the Center for Students with Disabilities in order to support equal access for people with disabilities.

Percentage of time devoted to affirmative action duties: 100%

Katherine Kenyon, Education & Training Specialist

Assists in the day-to-day implementation, management, and dissemination of OIE's training and education portfolio, working with OIE staff members, University partners and subject matter experts to establish, modify, update, expand, and deliver OIE's training and education portfolio. Facilitates Search Committee training and state mandated Diversity and Sexual Harassment Prevention training for Storrs and UConn Health.

Percentage of time devoted to affirmative action duties: 100%

Hanna Prytko, EEO & Search Compliance Manager

Manages the EEO & Search Compliance unit, which is responsible for the development and implementation of UConn Health policies and procedures related to ensuring 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 UConn Health and Storrs, producing various reports for monitoring workforce diversity goals, and ensuring all state and federal reporting requirements are met. Provides guidance on hiring activities, search committee training, and AA/EEO related projects.

Percentage of time devoted to affirmative action duties: 100%

Theresa Segar, Affirmative Action Specialist

Develops, maintains, and monitors UConn Health's affirmative action plan and programs. Works with Human Resources and other departments to provide technical assistance on affirmative action requirements. Provides updates on developments in affirmative action and equal employment opportunity issues. Develops state and federal affirmative action plans.

Percentage of time devoted to affirmative action duties: 100%

Mishele Tarr, EEO & Search Compliance Specialist

Assists hiring managers and search committees in matters relating to the hiring activities and works collaboratively with departments and external auditors regarding compliance in hiring activity. Develops state and federal affirmative action plans and AA/EEO related projects.

Percentage of time devoted to affirmative action duties: 100%

Jody Renshaw, EEO & Search Compliance Specialist

Assists hiring managers and search committees in matters relating to the hiring activities and works collaboratively with departments and external auditors regarding compliance in hiring activity. Develops state and federal affirmative action plans and AA/EEO related projects.

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 and assists the AVP with supervising personnel and manages personnel records/procedures functions.

Percentage of time devoted to affirmative action duties: 100%

Erica Day, Reception & Office Services Coordinator

Serves as the initial point of contact and provides confidential support relating to the day-to-day activities and operations of the Office of Institutional Equity.

Percentage of time devoted to affirmative action duties: 100%

Human Resources

December 2022 to May 2023

Christopher Delello, Chief Human Resources Officer (CHRO)

As a member of the University's leadership team, the Chief Human Resources Officer plays a critical role in shaping the workforce and culture of the University of Connecticut at Storrs and the regional campuses. The Chief Human Resources Officer collaborates with the President, Provost, Executive Vice Presidents, and other senior leaders to develop and implement HR strategies aligned with the overall mission of the university. The Chief Human Resources Officer provides leadership in HR policy development and implementation, organizational and staff development, classification and compensation, employee relations, and performance management with an emphasis on supporting diversity objectives.

Percentage of time devoted to affirmative action duties: 80%

Human Resources Operations

Joanna Smith Co-Team Lead of Benefits and HR Services

Under the direction of the Chief Human Resources Officer, is jointly responsible for the team providing front-line service and information to faculty, staff, and the key general public related to benefits, employment, retirement, and other departmental activities. The primary focus is on benefits enrollment for new employees and for providing sound guidelines and advice on human resources policies related to employee benefits and retirements by interpreting and clarifying State Statutes, policies, procedures, and contract language.

Percentage of time devoted to affirmative action duties: 60%

Heather Mokoski, Co-Team Lead of Benefits and HR Services

Under the direction of the Chief Human Resources Officer, is jointly responsible for the team providing front-line service and information to faculty, staff, and the key general public related to benefits, employment, retirement, and other departmental activities. The primary focus is on the administration of the criminal background check policy and coordinating background checks for all new employees and any employee or volunteer participating in programs with minors on campus.

Percentage of time devoted to affirmative action duties: 60%

Ryan Bangham, Absence Management Manager

Under the administrative review of the Executive Director of Human Resources Operations (Chief Human Resources Officer, while position is vacant), is responsible for providing information and guidance to managers, supervisors, and employees regarding ADA Workplace Accommodation, Leave Administration, Worker's Compensation, and related 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%

Cindy Drost, Absence Management Team Lead and Leave Administrator

Under the direction of the Manager of Absence Management, is responsible for providing day-to-day oversight of the leave administrators including FMLA, personal, voluntary, and other such

leaves. Works closely with Manager and Workers' Compensation leave administrator on cases where there is overlap.

Percentage of time devoted to affirmative action duties: 40%

Susan McMahon, Human Resources Assistant

Under the general direction of the Co-Team Leads of Employee Benefits and HR Services, administers employee tuition benefit programs and the various union professional development programs.

Percentage of time devoted to affirmative action duties: 50%

Organizational Effectiveness and Workplace Culture

Renee Boggis, Executive Director of Organizational Effectiveness and Workplace Culture

Under the administrative review of the Chief Human Resources Officer, collaborates with and assists the Chief Human Resources Officer 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, Assistant Director, Workforce Solutions

Provides leadership and guidance to the university administrators on classification and compensation matters as well as recruitment, hiring, workforce and market assessments, and classification. Assists administrators with developing organizational strategies for recruitment, retention, and workforce management.

Percentage of time devoted to affirmative action duties: 80%

Jenny Cassells, HR 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, HR 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%

Rebecca Myshrall, HR 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, HR 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, HR 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%

Johannah Gorgone, Manager of Employee Wellness and Engagement

Under the administrative review of the Executive Director of Organizational Effectiveness and Workplace Culture, is responsible for designing, developing and managing University-wide employee engagement initiative and programs in support of faculty and staff well-being

including new employee orientation and onboarding; employee recognition and appreciation; work/life and wellness programs; as well as the Employee Assistance Program.

Percentage of time devoted to affirmative action duties: 60%

Brandon Murray, Manager of Communications, Training and Development

Under the administrative review of the Executive Director of Organizational Effectiveness and Workplace Culture, is responsible for the development and delivery of university-wide leadership and management development training programs, supervisory training programs and other HR training and related activities. Is also responsible for writing and disseminating university wide messages pertaining to HR policies, procedures, and programs.

Percentage of time devoted to affirmative action duties: 60%

May 2023 to November 2023

Lakeesha Brown, Interim Chief Human Resources Officer

As a member of the University's leadership team, the Chief Human Resources Officer plays a critical role in shaping the workforce and culture of the University of Connecticut at Storrs and the regional campuses. The Chief Human Resources Officer collaborates with the President, Provost, Executive Vice Presidents, and other senior leaders to develop and implement HR strategies aligned with the overall mission of the university. The Chief Human Resources Officer provides leadership in HR policy development and implementation, organizational and staff development, classification and compensation, employee relations, and performance management with an emphasis on supporting diversity objectives.

Percentage of time devoted to affirmative action duties: 80%

Renee Boggis, Executive Director of Human Resources

The Executive Director of Human Resources collaborates with and assists the Chief Human Resources Officer in the planning, administration, and evaluation of the University's human resources programs. Leads and directs HR functions, ensuring alignment with the organization's goals and objectives. Provides 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, Assistant Director, Workforce Solutions

Provides leadership and guidance to the university administrators on classification and compensation matters as well as recruitment, hiring, workforce and market assessments, and classification. Assists administrators with developing organizational strategies for recruitment, retention, and workforce management.

Percentage of time devoted to affirmative action duties: 80%

Jenny Cassells, HR 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. Provides counsel to employees on

career development and transition.

Percentage of time devoted to affirmative action duties: 80%

Shannon Page, HR 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. Provides counsel to employees on career development and transition.

Percentage of time devoted to affirmative action duties: 80%

Rebecca Myshrall, HR Specialist (separated from Human Resources in July 2023)

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. Provides counsel to employees on career development and transition.

Percentage of time devoted to affirmative action duties: 80%

Victoria Meacham, HR 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. Provides counsel to employees on career development and transition.

Percentage of time devoted to affirmative action duties: 80%

Briana Williams, HR 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. Provides counsel to employees on career development and transition.

Percentage of time devoted to affirmative action duties: 80%

Johannah Gorgone, Manager of Employee Wellness and Engagement

Responsible for designing, developing, and managing University-wide employee engagement initiatives and programs in support of faculty and staff well-being including new employee orientation and onboarding; employee recognition and appreciation; Work/Life and wellness programs; as well as the Employee Assistance Program.

Percentage of time devoted to affirmative action duties: 60%

Brandon Murray, Manager of Communications, Training and Development and Interim Manager of Human Resources Information Systems (HRIS)

Responsible for the development and delivery of human supervisory and other HR training programs and related activities. Is also responsible for writing and disseminating university wide messages pertaining to HR policies, procedures, and programs.

Percentage of time devoted to affirmative action duties: 60%

Ryan Bangham, Absence Management Manager

Responsible for providing information and guidance to managers, supervisors, and employees regarding ADA workplace accommodations, leave administration, as well as worker's compensation and related compliance issues. Responsible for oversight of the ADA employee accommodation process, 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%

Cindy Drost, Absence Management Team Lead and Leave Administrator

Under the direction of the Manager of Absence Management, is responsible for providing day-to-day oversight of the leave administrators including FMLA, personal, voluntary, and other such leaves. Works closely with Manager and Workers' Compensation Leave Administrator on cases where there is overlap.

Percentage of time devoted to affirmative action duties: 40%

Joanna Smith, Benefits Team

Under the direction of the Executive Director of Human Resources, supervises the Benefits Team and provides front-line service and information to faculty and staff regarding the various benefits offered to university employees, including benefits available through the Office of the State Comptroller's such as health insurance, retirement, etc. An important focus of this position is on leading the benefits enrollment for new employees and for providing guidelines and advice on employee benefits and retirements by interpreting and clarifying State Statutes, policies, procedures, and contract language.

Percentage of time devoted to affirmative action duties: 60%

Susan McMahon, Human Resources Assistant

Under the general direction of the Benefits Team Lead, administers employee tuition benefit programs and the various union professional development programs.

Percentage of time devoted to affirmative action duties: 50%

Office for Diversity and Inclusion

Franklin Tuitt, Vice President for Diversity and Inclusion and 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%

Jonelle Reynolds, 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 furthering 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

In addition to the individuals listed with specific affirmative action duties, The President holds the ultimate responsibility to ensure that the University's affirmative action and equal employment opportunity objectives are accomplished. The President and members of their senior administrative team including Nicole Fournier Gelston, Chief of Staff, and Michael Kirk, Senior Advisor to the President 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, Anne D'Alleva, Provost and Executive Vice President for Academic Affairs, dedicates considerable time to monitoring all academic functions related to employment, promotion, retention, and recruitment to make certain they are conducted in accordance with affirmative action principles and policies.

Additional personnel at the Vice President/Provost, Dean, Department Head and Search Committee level spend a sizable 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 OIE 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 OIE (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:

- 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
- Establishing a system for evaluating supervisor's performance on affirmative action consistent with chapters 67 and 68 of the Connecticut General Statutes
- 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 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 2024 *Plan* was an integral part of ongoing discussions throughout the *Plan* year. The Associate Vice President for OIE has continued to review goal achievement on a regular basis and has presented verbal and/or written reports to the President and Provost. Regular meetings between the President's Chief of Staff and the University's Equal Employment Opportunity Officer focused on progress and challenges towards affirmative action and diversity goals, administration of the affirmative action function, AA/EEO initiatives, and discrimination complaint matters.

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

In this *Plan* year, OIE continued to collaborate with Human Resources (HR) 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 called PageUp.

The system includes many features including the ability to identify search committee members, search and organize applicant records, track communication with applicants, and compile aggregate applicant pool data. Additionally, PageUp provides OIE with a portal to view data and documentation for an affirmative action review and to intervene in a search that is deficient.

Currently the PageUp system houses the official search record for the University and contains all detailed information regarding each job search and hiring process.

During the 2024 *Plan* year, the University was able to make several significant hires of underrepresented and diverse candidates. Following national searches recruiting diverse applicant pools,

Recruitment efforts resulted in hires of Black and Hispanic faculty in fields where diverse candidates are historically underrepresented. Black males were hired as Assistant Professors in Educational Psychology, Geography and Human Development and Family Sciences. One Hispanic male was hired as Assistant Professor in Anthropology. Black females were hired as Assistant Professors in Civil and Environmental Engineering, Public Policy, and Sociology.

Hispanic males were hired as Assistant Professor in Anthropology, Public Policy, Pathobiology, Art and Art History and Law. Hispanic females were hired as Assistant Professors in Animal Science and Psychological Sciences. Also, as Associates Professors in Education Leadership and Psychological Sciences.

White females were hired in Chemical and Biomolecular Engineering as Assistant Professors and in Plant Science and Landscape Architecture as Associate Professors. In the Law School, a white female was hired as a Professor of Law and two White females as Assistant Clinical Professors. Additionally, a white female was hired as an Associate Professor in Residence in Computer Science and Engineering.

In the staff categories, 3 Black males were hired as Building & Grounds Patrol Officers and one Black male as a Power Plant Operations Trainee. One Black female was hired into the Police department as a Protective Services Trainee. Four Hispanic males were hired as Building & Grounds Patrol Officers and one as a UConn Dispatcher Trainee. Additionally, Hispanic males were hired as a Skilled Trade Apprentice and a Qualified Craft Worker (HVACR.) Hispanic females were hired as a UConn Dispatcher Trainee and Animal Care Technicians. A Two or More Races female was also hired as a Building & Grounds Patrol Officer. Two White females were hired as Skilled Trade Apprentices, two as UConn Dispatcher Trainees two as Protective Services Trainees and one as a Building & Grounds Patrol Officers. All these positions have been historically filled primarily by White male hires.

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 2024 *Plan* year, the Provost continued to hold the Deans (her 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 Provost included formal approval by the Provost's office prior to offer approval by OIE and OHR. 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 previous *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 and 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 Reid appraises the President of progress toward goals and objectives established in the *Plan*. Furthermore, Associate Vice President Reid identifies specific problems and provides recommendations for any necessary corrective action.

Associate Vice President Reid provides the President and Provost an *Affirmative Action Plan Executive Summary* for review and discussion. The *2024 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* includes quantitative representation of the workforce, new hires and applicants based on the affirmative action *Plan* year. The President and Provost consistently requested information regarding those hiring departments that show improvement and take 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 **EXHIBIT 2 for a copy of the 2024 Executive Summary.**

The President receives regular briefings regarding all complaints investigated and/or adjudicated by the EEO Investigators of the Office Institutional Equity. The President and Provost (for matters relating to academic operations) are notified of all decisions regarding complaints and receive copies of all Findings and Recommendations. These regular meetings routinely include discussions of trends with respect to both hiring and discrimination complaint activity.

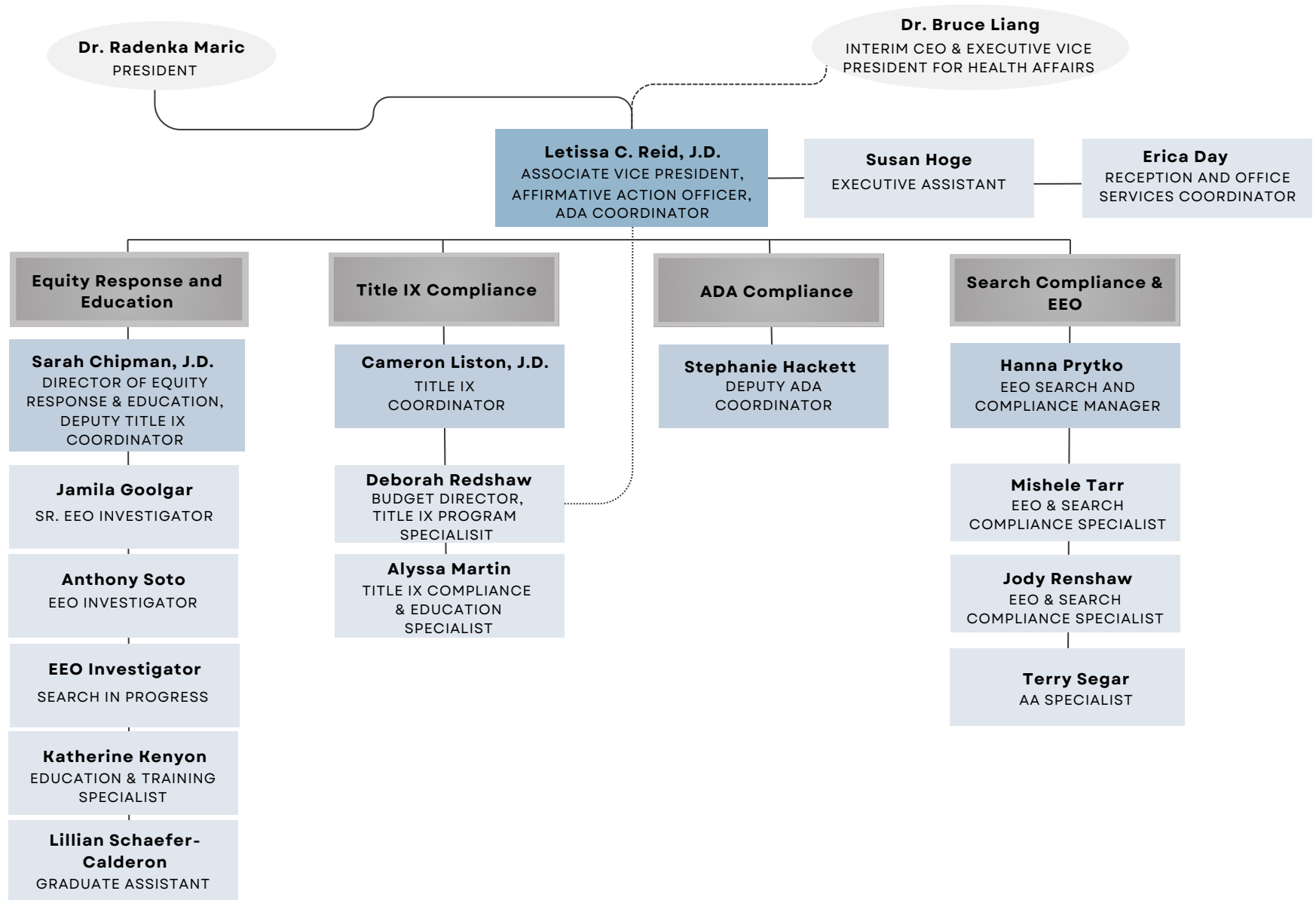
The President reviews the *Plan* prior to its submission to the Commission on Human Rights and Opportunities (CHRO). Additionally, OIE submits periodic updates regarding progress on various elements of the *Plan*, including goal achievement, to the President, Provost and Executive Vice President for 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 February 28 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* in accordance with CHRO standards, OIE conducts further analyses 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.

OFFICE OF INSTITUTIONAL EQUITY

MARCH 2024



Office of Institutional Equity



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EXECUTIVE SUMMARY
AFFIRMATIVE
ACTION PLAN

University of Connecticut

2024 AFFIRMATIVE ACTION PLAN

The University's Affirmative Action Plan for Employment (*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 achieve equal employment opportunity.

The Office of Institutional Equity completes the annual *Plan* as required by Connecticut General Statute (CGS) §46a-68 and sections 46a-68-75 to 46a-68-114, inclusive, for submission to the Commission on Human Rights and Opportunities (CHRO) by March 30.

The *Plan*:

Establishes hiring, promotional, and program goals that promote affirmative action;

Illustrates the University's efforts to achieve a workforce that is balanced and fully representational of the relevant labor market areas;

Quantitatively and qualitatively measures the University's degree of success in accomplishing hiring, promotion, and program goals; and

Examines and eliminates policies and employment practices that adversely affects members of protected classes.

Review and Approval

Within ninety days of submission, the Commission is mandated to review, evaluate and formally vote for approval or disapproval of the *Plan*.

UConn Health'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.

Good Faith Effort

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.

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HIRING AND PROMOTIONAL GOALS

A hiring or promotional goal is set when underutilization has been identified for a race/gender group in a job category, consisting of similar job titles. For each job category, a Utilization Analysis is conducted to compare the University's workforce to the availability in the relevant labor market. Labor market availability is determined through an analysis of statistical data from sources such as the US Census, IPEDS (Integrated Post-Secondary Education Data System), and the Department of Labor. The sources are weighted in accordance with their significance to the titles within job categories. When the percentage of a race/gender group in the University's 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 data and the UConn Health workforce, goals are updated annually in each Affirmative Action Plan.

Total Hiring Goal Achievement: 28.1%

Total Promotional Goal Achievement: 34.6%

- ◆ Hiring goal achievement decreased from 28.7% in the previous *Plan*.
- ◆ Promotional goal achievement increased from 25.4% in the previous *Plan*.
- ◆ The Executive Managerial category had the highest combined goal achievement.
- ◆ The Qualified Craft Worker category had the lowest combined goal achievement.

* Promotional Goals are not set for promotions within job category for Professionals.

Job Category	Hires	Goals Met	Percentage	Promotions	Goals Met	Percentage
Executive Managerial	6	4	66.7	10	8	80.0
Faculty	142	51	35.9	52	27	51.9
Professional *	359	91	25.3	91	17	18.7
Secretarial/Clerical	3	1	33.3	0	0	0.0
Tech/Paraprofessional	0	0	0.0	0	0	0.0
Qualified Craft Worker	26	4	15.4	0	0	0.0
Protective Services	25	7	28.0	5	4	80.0
Service/Maintenance	12	3	25.0	4	0	0.0
Total	573	161	28.1	162	56	34.6

THE DATA — DEFINITIONS

The data in the following sections of this report includes demographic information organized by race and gender. The demographic profiles are obtained through voluntary self-identification by employees and applicants. The race/ethnicity categories (defined below) utilized, follow federal and state guidelines. The information in this report is compiled by OIE utilizing data obtained from the CORE-CT and PageUp systems.

Workforce

The workforce data includes full-time employees, (as defined below) in the CORE-CT system as of November 30, 2023.

Executive: University Director and above.

Faculty*: Instructors and Assistant, Associate and Full Professors, Clinical, In-Residence and Extension faculty.

Not included: Lectures, *Visiting, Research, and Adjunct faculty.*

Staff: 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 Services.

Not included: *Research assistant and associates, postdoctoral fellows, special payroll employees, graduate assistants, and UConn Health employees.*

New Hires

Employees hired in the Executive, Faculty and Staff categories defined above between December 1, 2022 - November 30, 2023.

Applicants

The data includes applicant information for searches resulting in a hire into the employee categories defined above, between December 1, 2022 - November 30, 2023.

***Clinical and In-Residence faculty are included as of this**

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.

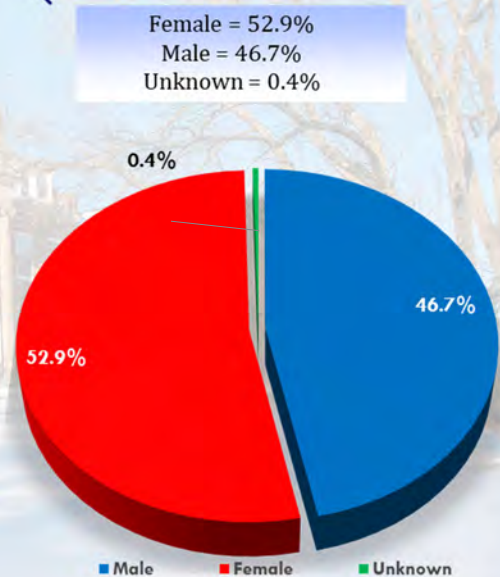
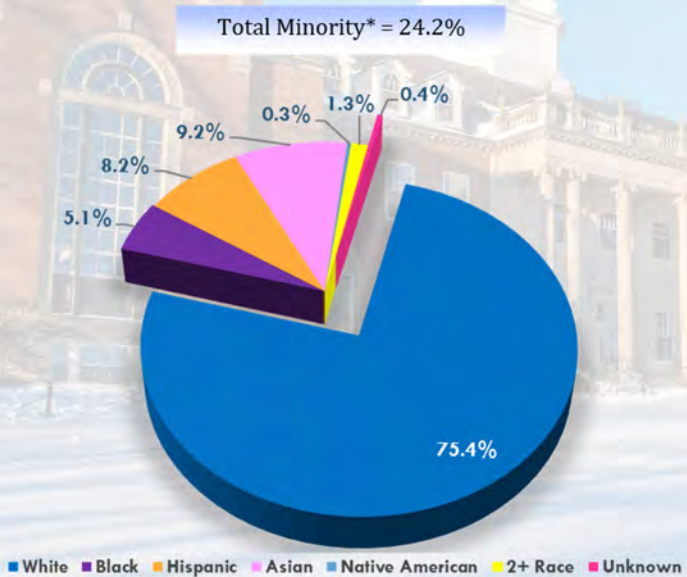
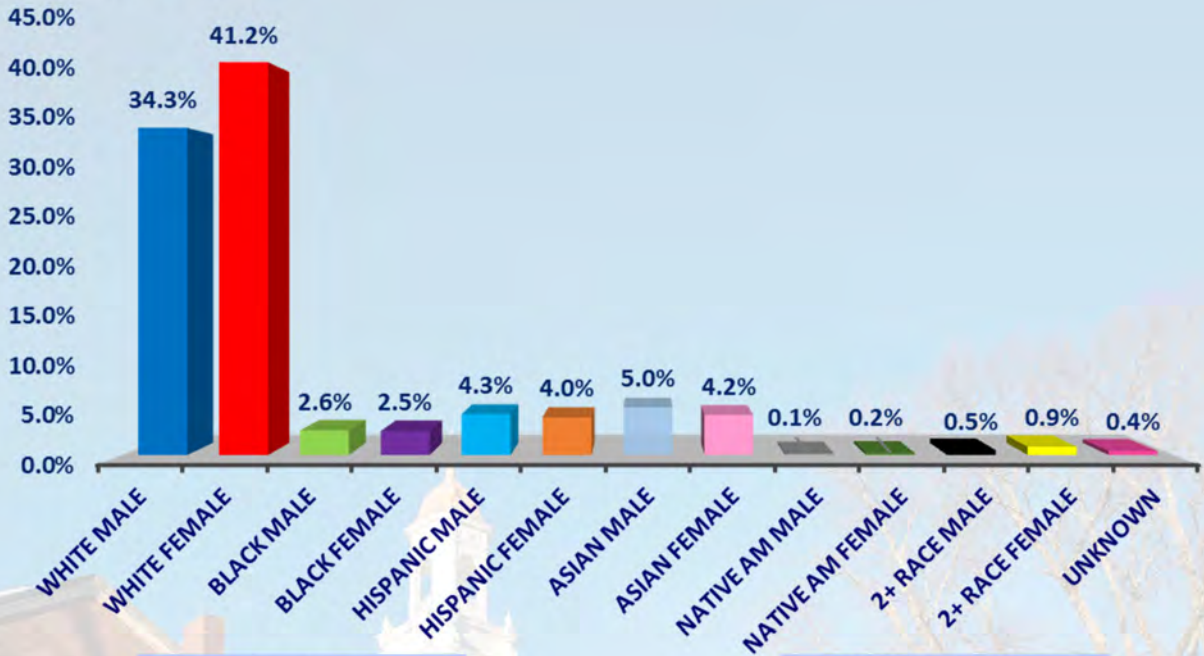
Black (Not of Hispanic Origin): All people having origins in any of the Black racial groups of Africa.

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.)

THE WORKFORCE

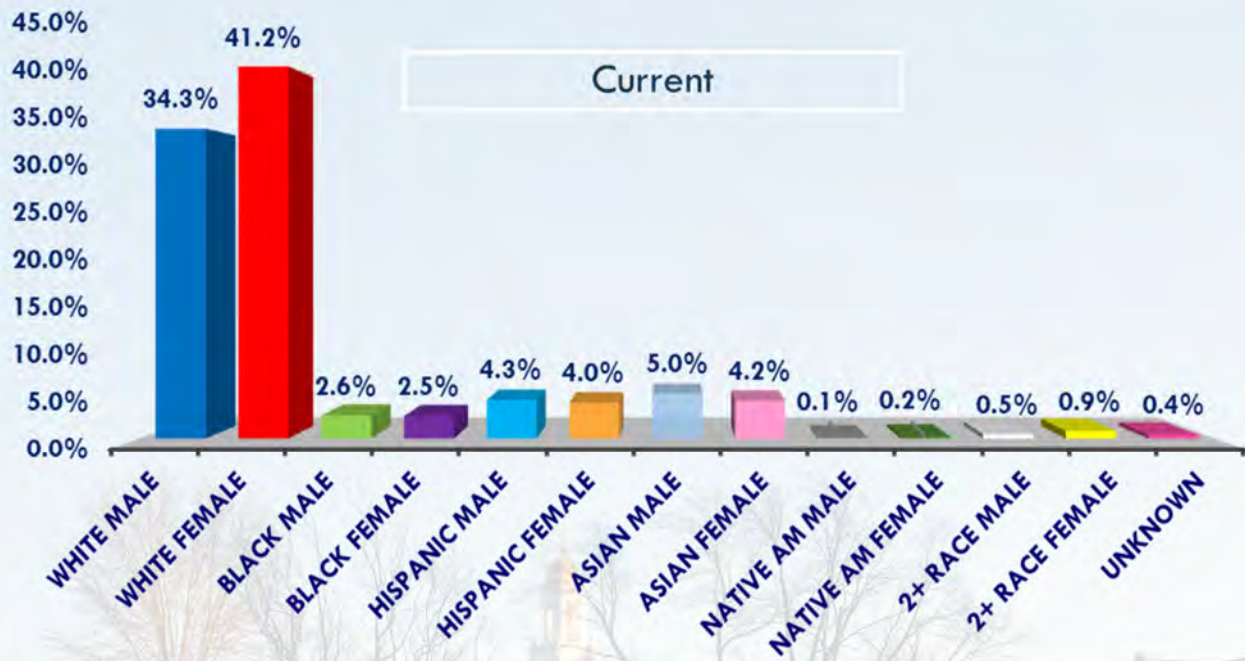


The combined workforce** totals 4692 employees.

- 64.8% are Staff.
- 33.3% are Faculty:
 - 23.4% Non Tenure Track (Clinical and In-Residence)
 - 76.6% Tenure Track
- 1.9% are Executive/Managerial.
- 75.4% of the workforce is white, which is the largest group.
- Females are 52.9% of the workforce, with white females as the largest group at 41.2%.
- Native Americans, Two or more races and black employees are the smallest groups.
- 0.4% not reported race and/or gender, labeled as Unknown.
- Total minority workforce is 24.2%, slowly increasing annually.

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

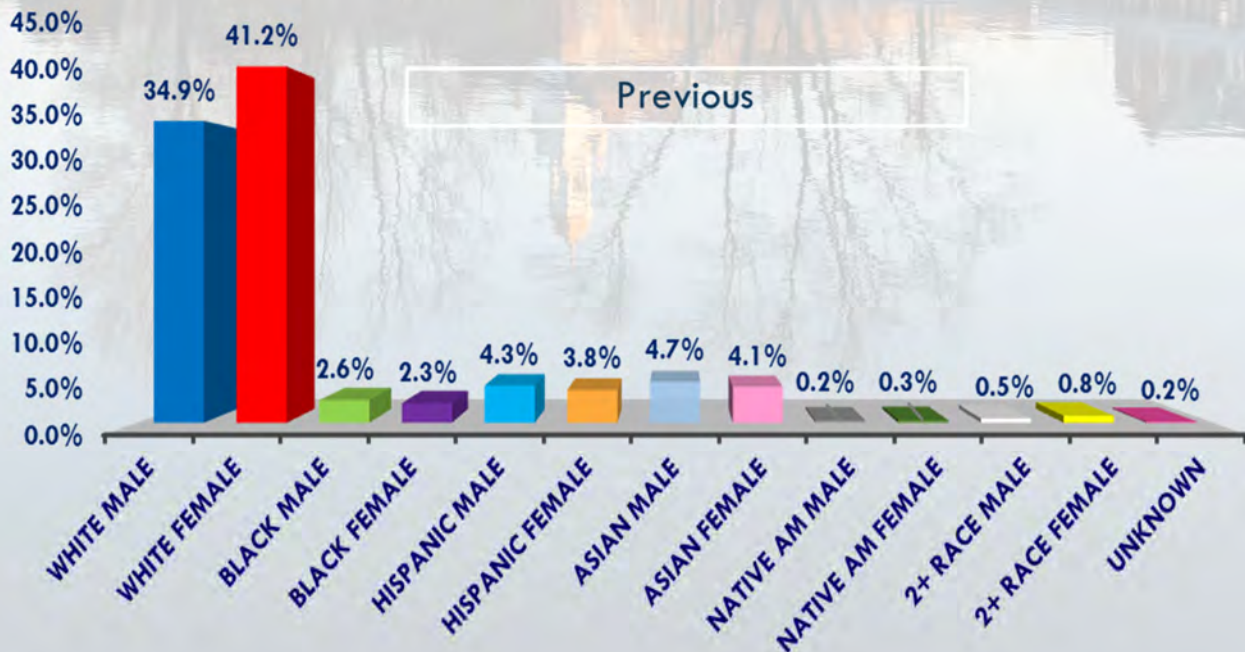
THE WORKFORCE – PREVIOUS AND CURRENT YEAR



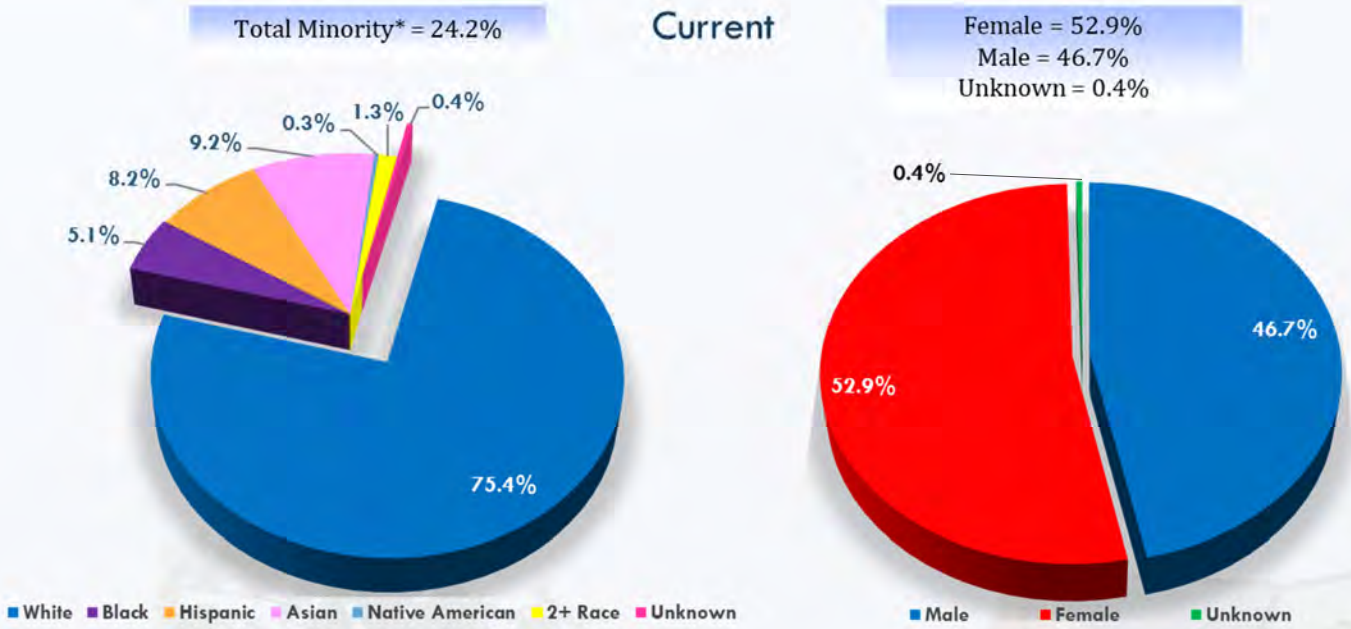
The total workforce decreased from 4456 to 4326, a decrease of 2.9%.

The composition of the workforce has not changed significantly since last year. Increases and decreases to individual race groups ranged from 0.1% to 0.6%:

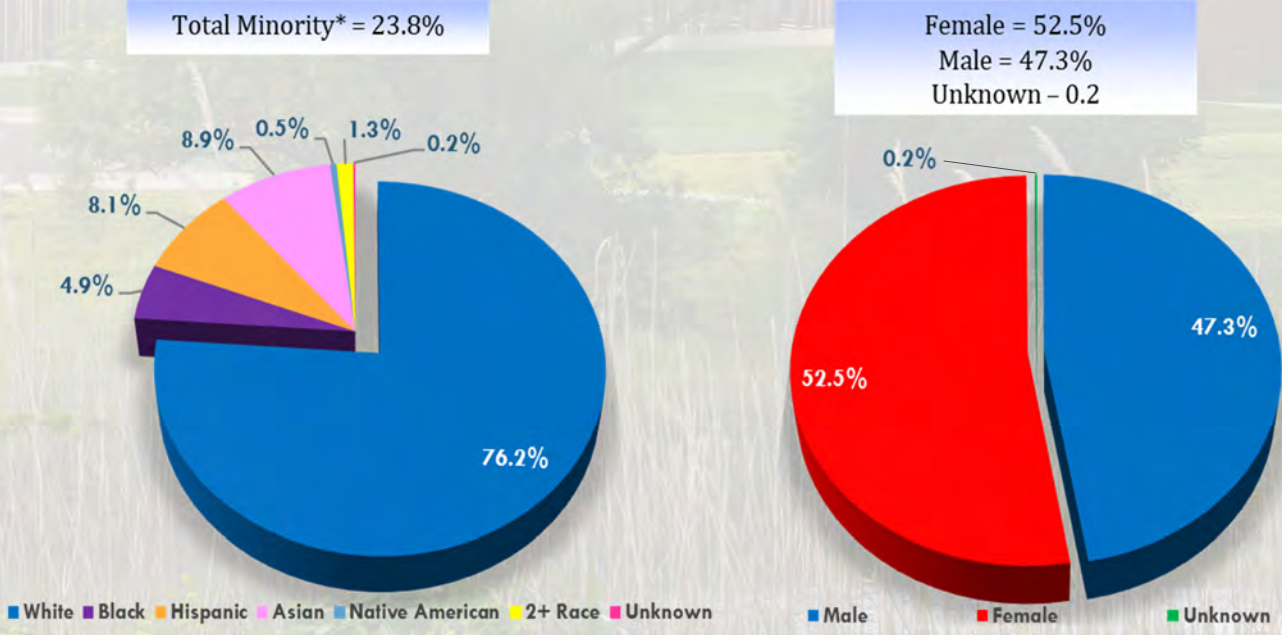
- Black increased from 4.9% to 5.1%.
- Hispanic increased from 8.1% to 8.3%.
- Unknown increased from 0.2% to 0.4%.
- 2+ Races increased from 1.3% to 1.4%.
- Asian increased from 8.8% to 9.2%.
- White decreased from 76.1% to 75.5%.
- Native American decreased from 0.5% to 0.3%.



THE WORKFORCE – PREVIOUS AND CURRENT YEAR



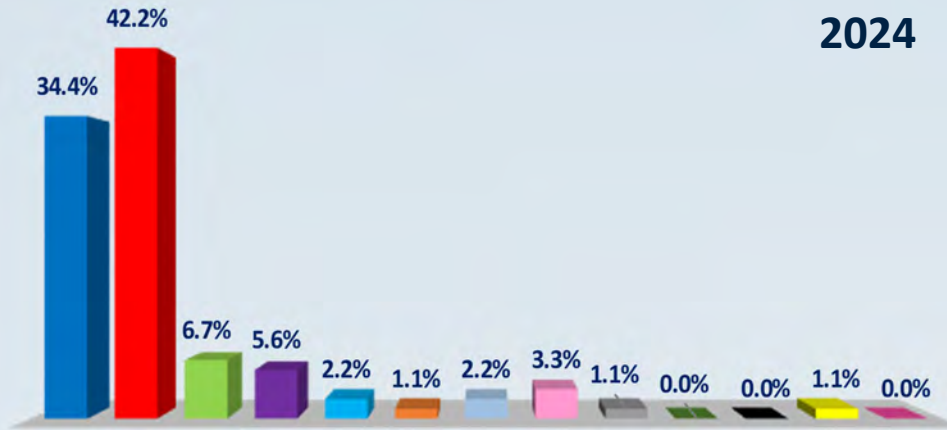
- The total minority* workforce increased from 23.8% to 24.2%.
 - Has been increasing up to 1.0% annually for the last five years.
 - Hispanic has steadily increased annually.
 - All other groups have minor fluctuations annually.
- Females have historically made up more than 50% of the workforce.
 - Females are:
 - 69.0% of Staff
 - 53.3% of Executive/Management
 - 46.2% of Faculty



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

WORKFORCE ANALYSIS EXECUTIVE PAST AND PRESENT

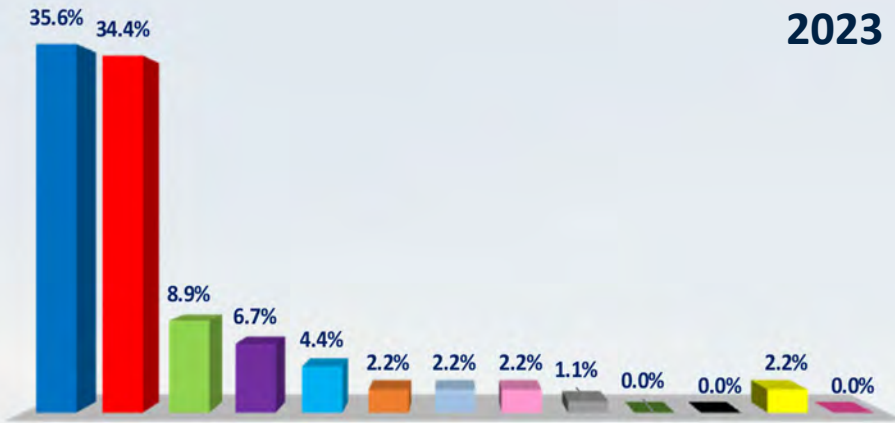
2024



	Male	Female	Total
White	31	38	69
Black	6	5	11
Hispanic	2	1	3
Asian	2	3	5
Native Amer	1	0	1
2+ Race	0	1	1
Unknown			0
Total	42	48	90

46.7% male 53.3% female
23.3% minority

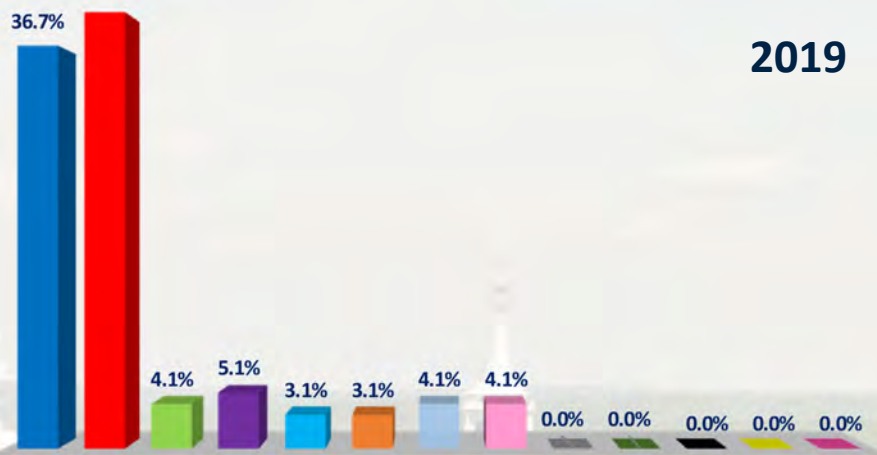
2023



	Male	Female	Total
White	32	31	63
Black	8	6	14
Hispanic	4	2	6
Asian	2	2	4
Native Amer	1	0	1
2+ Race	0	2	2
Unknown			7
Total	47	43	90

52.2% male 47.8% female
30.0% minority

2019



	Male	Female	Total
White	60	114	174
Black	4	11	15
Hispanic	0	2	2
Asian	1	1	2
Native Amer	0	0	0
2+ Race	0	0	0
Unknown			0
Total	65	128	193

33.7% male 66.3% female
9.8% minority

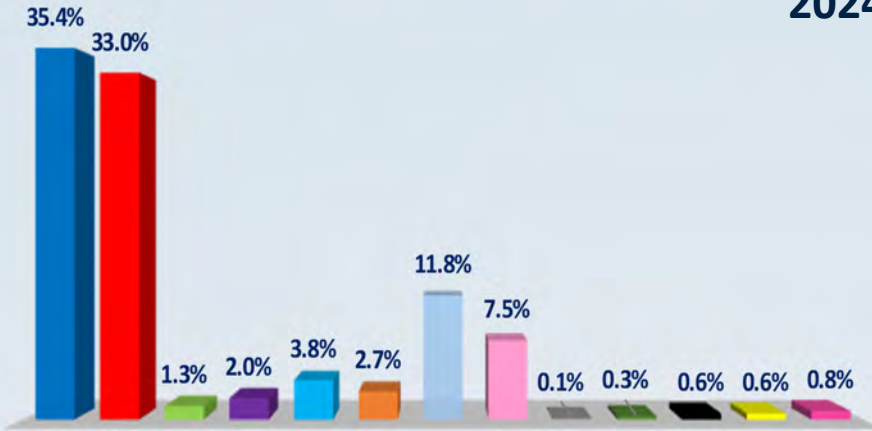
- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- Native American Male
- Native American Female
- 2+ Race Male
- 2+ Race Female
- Unknown

Data as of November 30, 2023

WORKFORCE ANALYSIS FACULTY

PAST AND PRESENT

2024



	Male	Female	Total
White	553	516	1069
Black	20	32	52
Hispanic	59	42	101
Asian	185	118	303
Native Amer	2	5	7
2+ Race	9	9	18
Unknown			13
Total	828	722	1563

53.0% male 46.2% female
30.8% minority

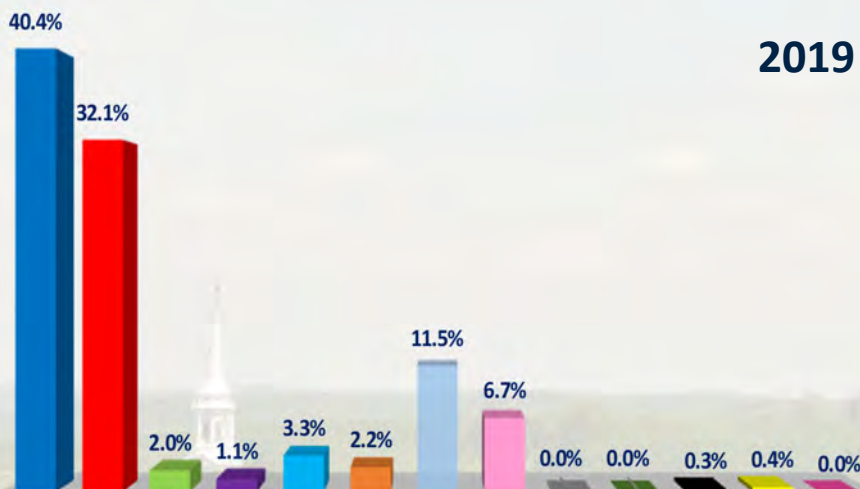
2023



	Male	Female	Total
White	544	489	1033
Black	17	27	44
Hispanic	55	35	90
Asian	168	118	286
Native Amer	4	5	9
2+ Race	10	9	19
Unknown			7
Total	798	683	1488

53.6% male 46.4% female
31.0% minority

2019



	Male	Female	Total
White	601	477	1078
Black	29	17	46
Hispanic	49	33	82
Asian	171	100	271
Native Amer	0	0	0
2+ Race	4	6	10
Unknown			0
Total	854	633	1487

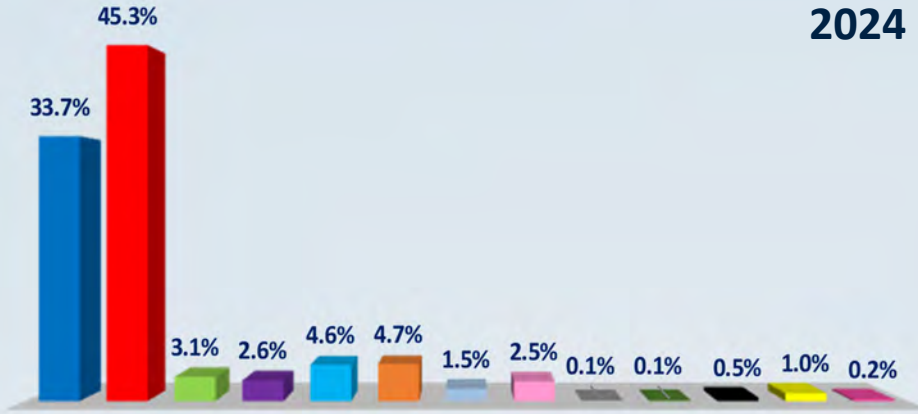
57.4% male 42.6% female
27.5% minority

- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- Native American Male
- Native American Female
- 2+ Race Male
- 2+ Race Female
- Unknown

Data as of November 30, 2023

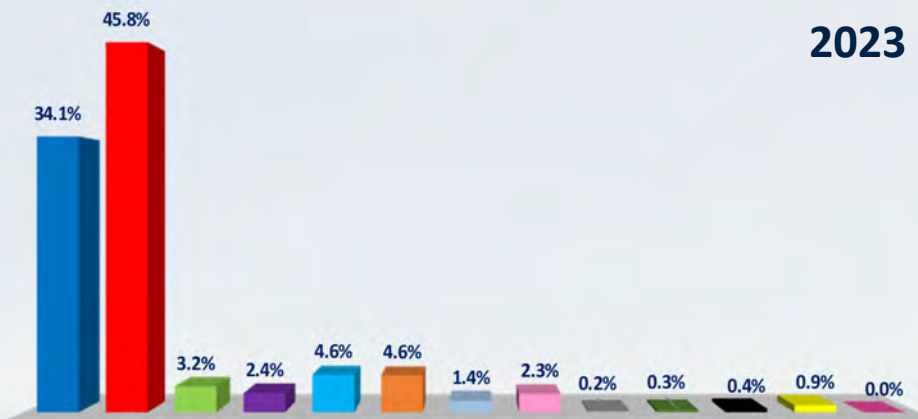
WORKFORCE ANALYSIS STAFF PAST AND PRESENT

2024



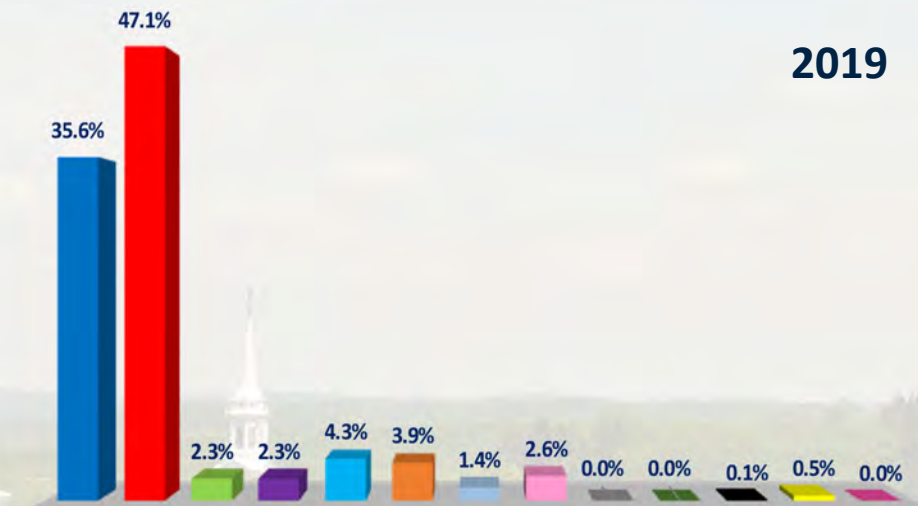
	Male	Female	Total
White	1024	1377	2401
Black	94	80	174
Hispanic	140	143	283
Asian	47	76	123
Native Amer	3	4	7
2+ Race	14	30	7
Unknown			7
Total	1322	1710	3039
43.5% male		56.5 female	
20.8% minority			

2023



	Male	Female	Total
White	983	1320	2303
Black	92	68	160
Hispanic	134	132	266
Asian	41	65	106
Native Amer	5	8	13
2+ Race*	12	25	37
Unknown			0
Total	1267	1618	2885
43.9% male		56.1% female	
20.2% minority			

2019

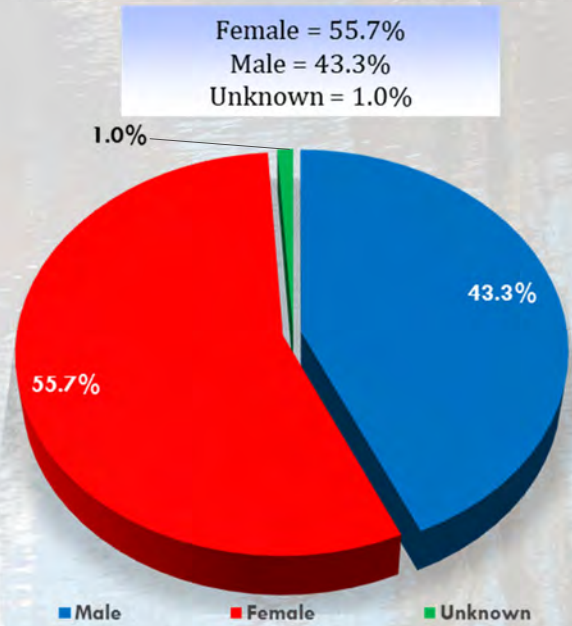
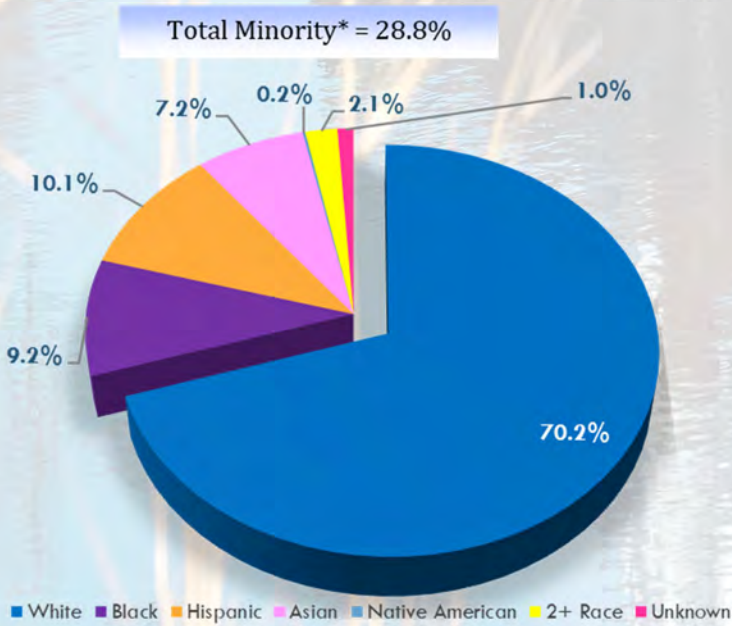
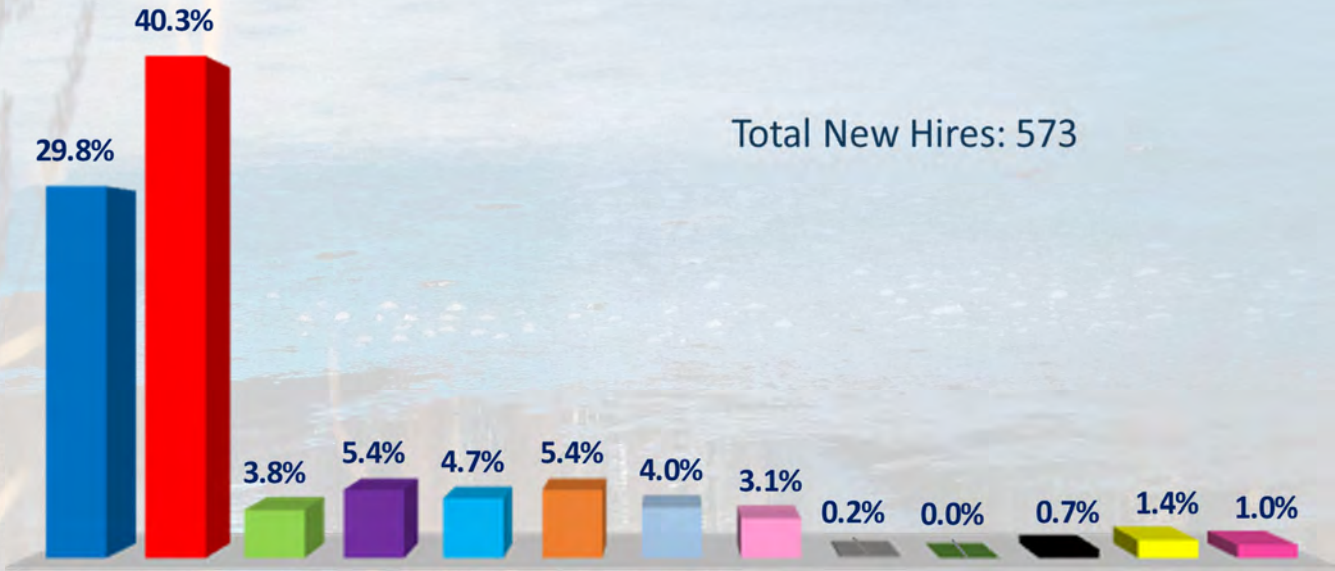


	Male	Female	Total
White	1032	1365	2397
Black	66	66	132
Hispanic	125	114	239
Asian	40	74	114
Native Amer	0	0	0
2+ Race	3	15	18
Unknown			0
Total	1266	1634	2900
43.7% male		56.3% female	
17.3% minority			

- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- Native American Male
- Native American Female
- 2+ Race Male
- 2+ Race Female
- Unknown

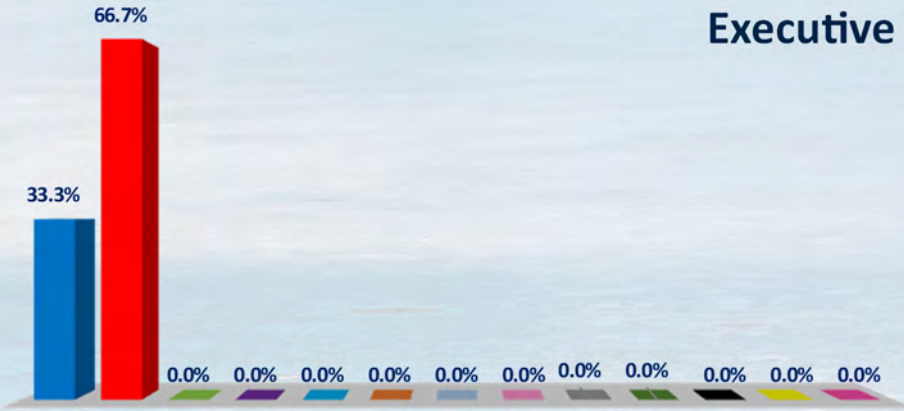
Data as of November 30, 2023

THE 2024 NEW HIRES



- 573 new hires reported:
 - 74.2% are Staff
 - 24.8% are Faculty
 - 1.0% are Executive/Managerial
- Increased from 526 in 2023 (8.9% increase.)
- 70.2% of the new hires are white, which is the largest group.
- Females are 55.7% of the new hires with white females as the largest group at 40.3%.
- Native American, Two or more races and Asian employees are the smallest groups.

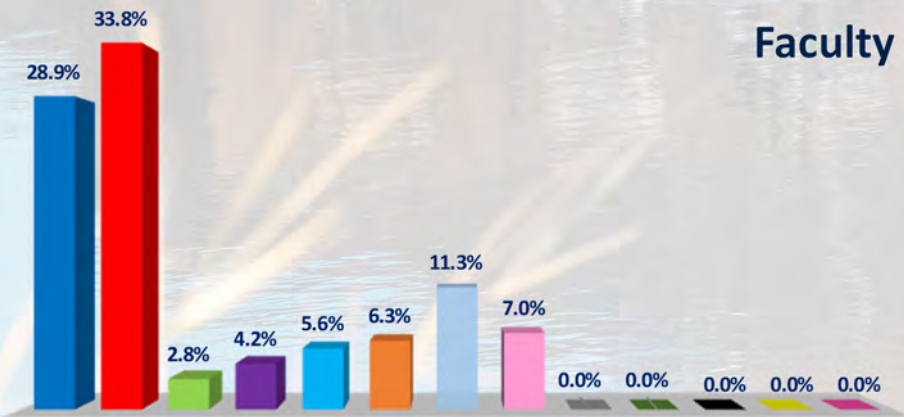
Executive



	Male	Female	Total
White	2	4	6
Black	0	0	0
Hispanic	0	0	0
Asian	0	0	0
Native Amer	0	0	0
2+ Race	0	0	0
Unknown	0	0	0
Total	2	4	6

33.3% male 66.7% female
0.0% minority

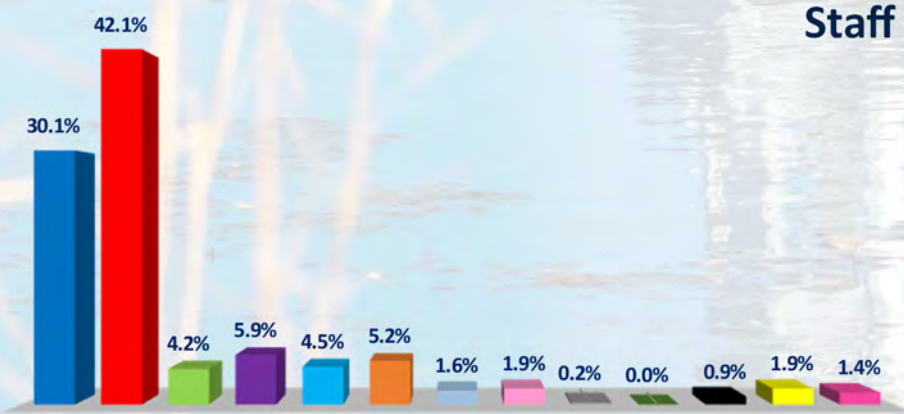
Faculty



	Male	Female	Total
White	41	48	89
Black	4	6	10
Hispanic	8	9	17
Asian	16	10	26
Native Amer	0	0	0
2+ Race	0	0	0
Unknown	0	0	0
Total	69	73	142

49.3% male 50.7% female
37.3% minority

Staff



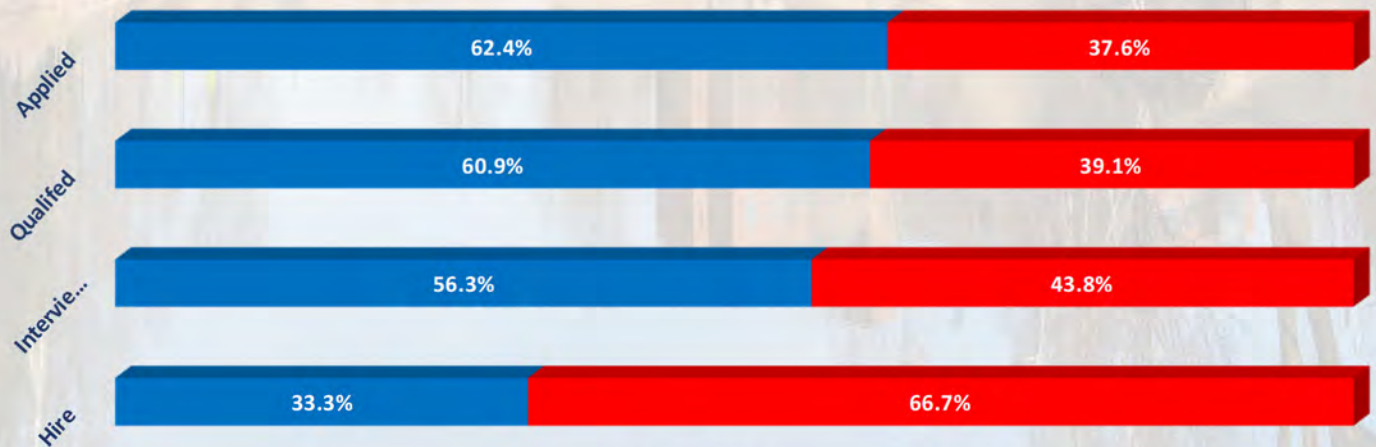
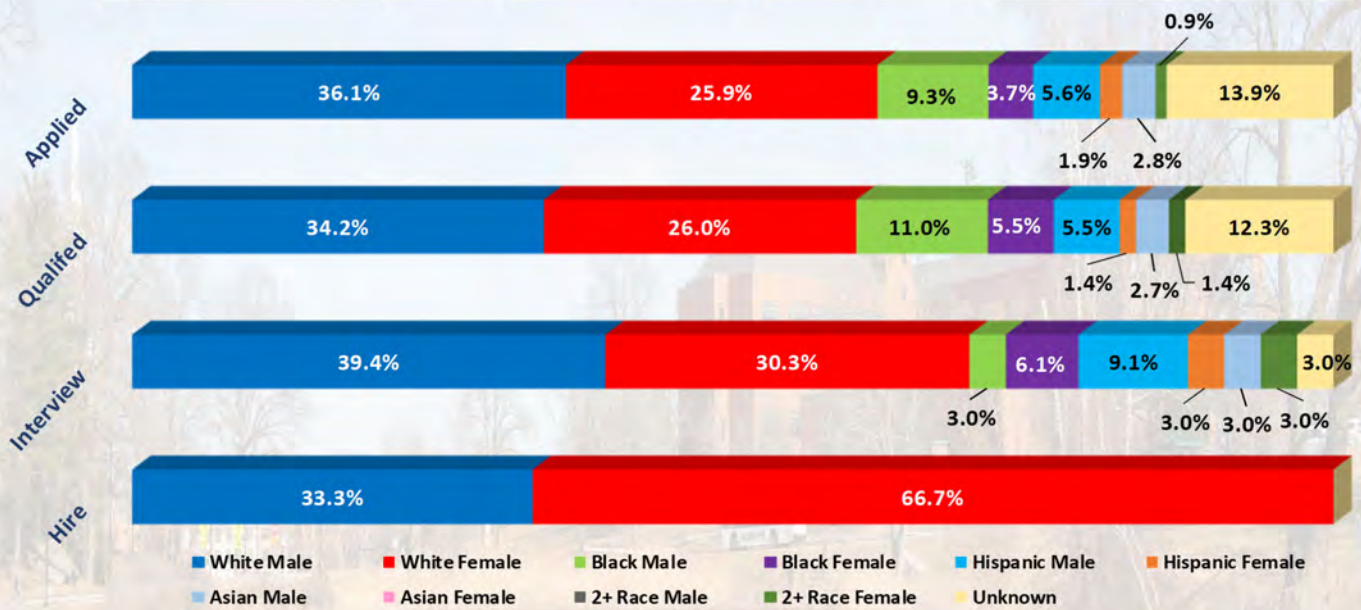
	Male	Female	Total
White	128	179	307
Black	18	25	43
Hispanic	19	22	41
Asian	7	8	15
Native Amer	1	0	1
2+ Race	4	8	12
Unknown	0	0	6
Total	177	242	425

43.1% male 56.9% female
26.4% minority

- White Male
- White Female
- Black Male
- Black Female
- Hispanic Male
- Hispanic Female
- Asian Male
- Asian Female
- Native American Male
- Native American Female
- 2+ Race Male
- 2+ Race Female
- Unknown

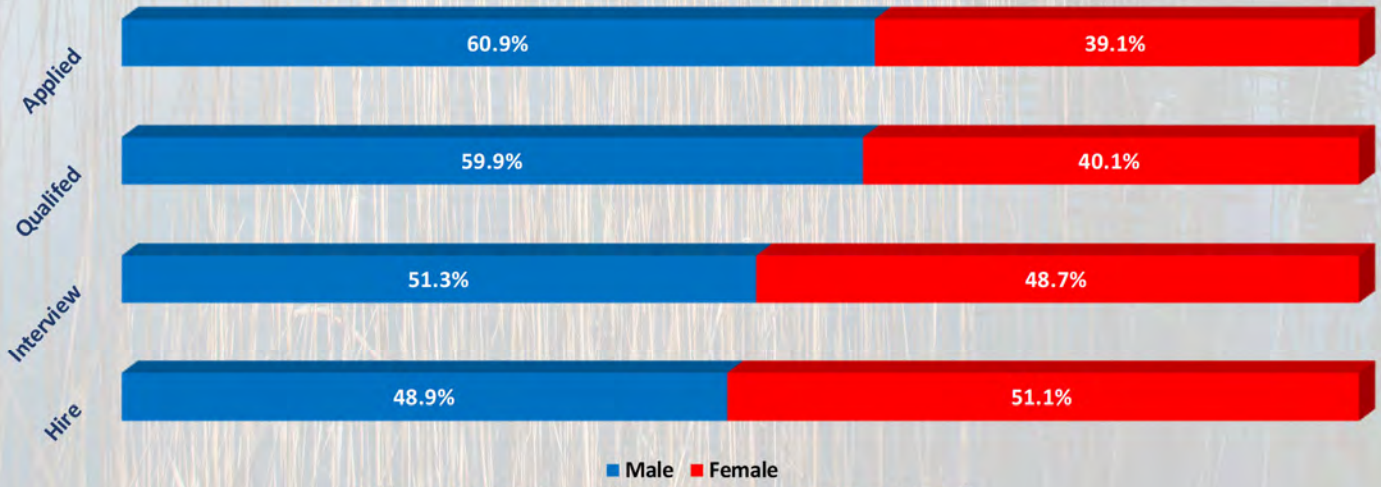
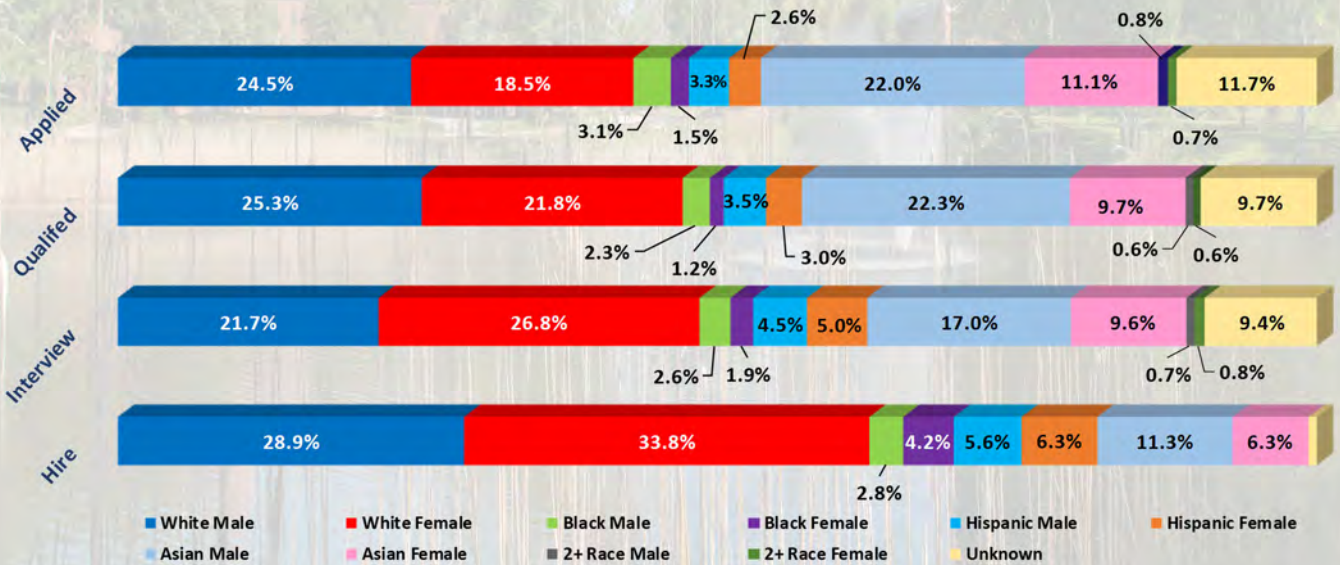
Executive

	Applied	Qualified	Interview	Hire
Total	108	73	33	6
White Male	39	25	13	2
White Female	28	19	10	4
Black Male	10	8	1	0
Black Female	4	4	2	0
Hispanic Male	6	4	3	0
Hispanic Female	2	1	1	0
Asian Male	3	2	1	0
Asian Female	0	0	0	0
2+ Race Male	0	0	0	0
2+ Race Female	1	1	1	0
Unknown	15	9	1	0
Male	58	39	18	2
Female	35	25	14	4



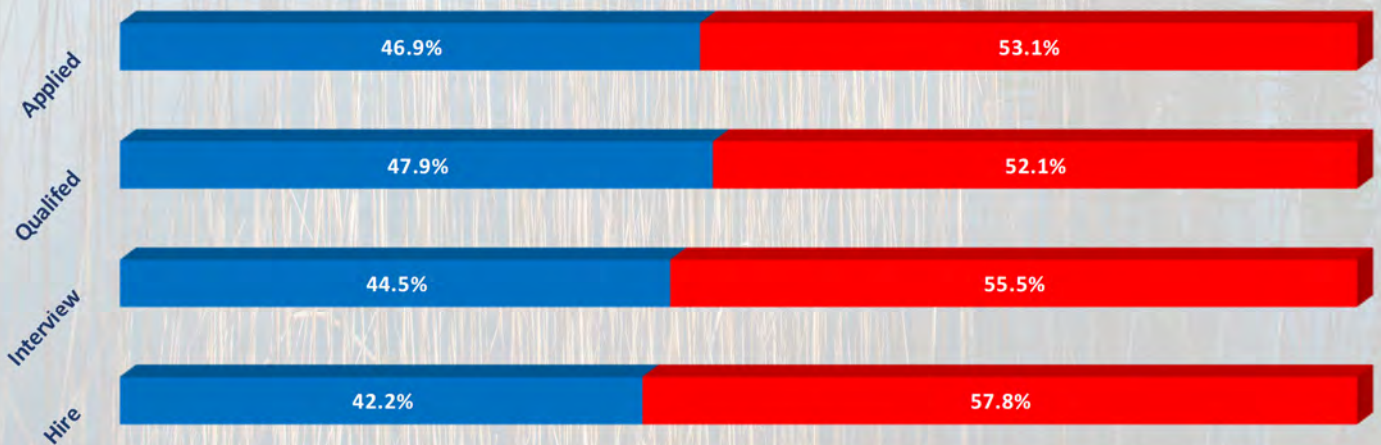
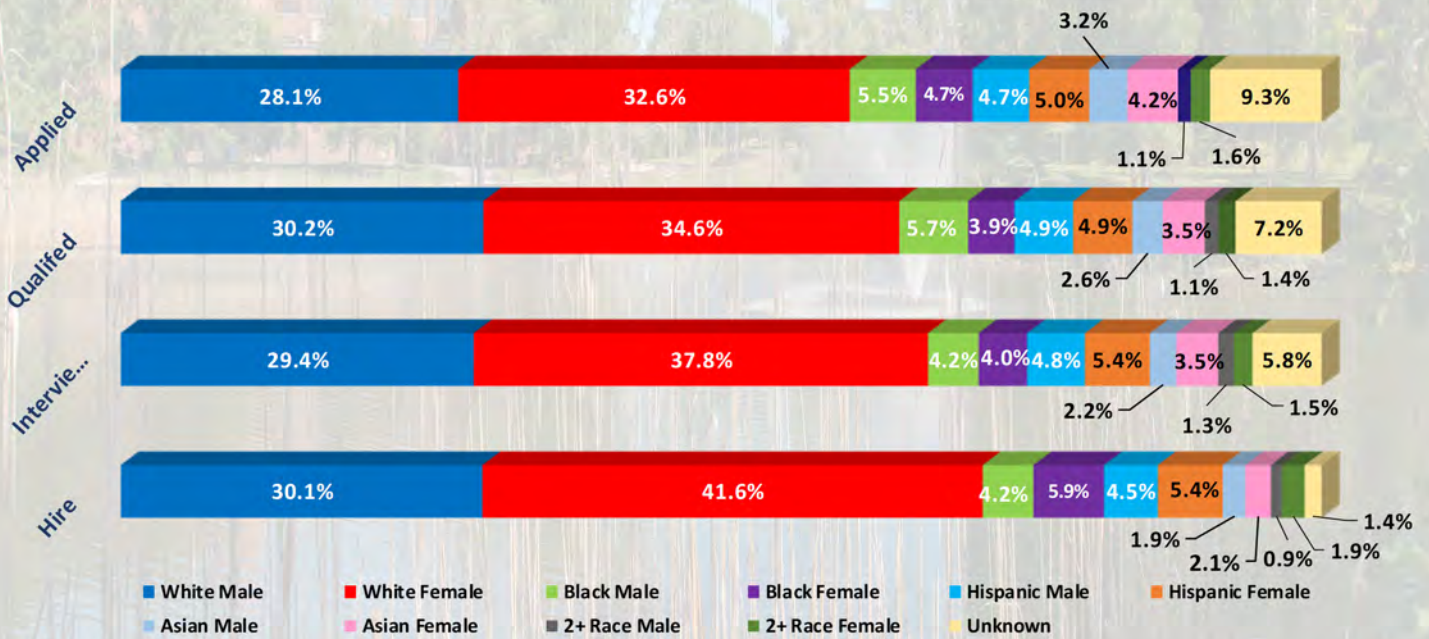
Faculty

	Applied	Qualified	Interview	Hire
Total	4240	2072	736	142
White Male	1037	525	160	41
White Female	786	451	197	48
Black Male	132	47	19	4
Black Female	64	24	14	6
Hispanic Male	142	73	33	8
Hispanic Female	112	62	37	9
Asian Male	933	463	125	16
Asian Female	472	200	71	9
2+ Race Male	35	13	5	0
2+ Race Female	31	13	6	0
Unknown	496	201	69	1
Male	2279	1121	342	69
Female	1465	750	325	72



Staff

	Applied	Qualified	Interview	Hire
Total	8351	2663	1684	425
White Male	2347	804	495	128
White Female	2722	922	637	177
Black Male	459	153	71	18
Black Female	396	103	68	25
Hispanic Male	393	130	81	19
Hispanic Female	417	131	91	23
Asian Male	264	68	37	8
Asian Female	353	93	59	9
2+ Race Male	89	30	22	4
2+ Race Female	135	38	26	8
Unknown	776	191	97	6
Male	3552	1185	706	177
Female	4023	1287	881	242



IN SUMMARY

Workforce

- Total workforce decreased this year from 4456 to 4326 a 2.9% decrease.
- No significant changes in race/gender demographics.
- Females are largest group: 52.9%, no significant changes since 2017.
- Race: 75.4% White followed by Asian 9.2%, Hispanic 8.2%, Black 5.1%, Native Amer 0.3%, 2+ Races 1.3%.
 - All job categories predominately White; Staff largest with 79.0%, Executive 76.6%, Faculty 68.4%.
 - White females are the largest group at 41.2%.
- Minority workforce slow increase annually: 24.2 (current), 23.8% (2021) from 19.4% (2017.)

New Hires

- 573 new hires: 47 more hires than last year, a 8.9% increase.
- Executive: 66.7% female and 100% White.
- Faculty: 4 Black males and 6 Black females hired in faculty.
 - White females largest group with 33.8%.
- Staff: White females continue to be largest percentage (42.1%) with increases in Black female (5.9%). Black males, Hispanic males and females decreased.
- Minority hires represented 28.8% of new hires, decreased from 30.8% previous year.

Applicants

- Compared to 2023:
 - No significant changes in percentages of applicants for all race/gender groups and EEO categories.
 - Improved data for Executive category.
 - Decrease in male applicants for faculty and staff categories.
 - Faculty interview rates higher for White and Hispanic females and lower for Asian males and females.
 - Staff Interview rates higher for White females and lower for Black males
- Comparing Interview to hire rates:
 - Faculty hire rates for females are significantly higher, excluding Asian females and Hispanic males. Asian males are lower
 - Staff rates are higher for white and Black females and lower for Asian females.
- 2017-2021:
 - Faculty: Females, Hispanic males and females and white female hire rates are higher than interview
 - Black male pools are inconsistent.
 - Staff: Consistent rates throughout the process for most categories.
 - Overall females are hired at a higher rate compared to interview.