

**CT STATE COMMUNITY COLLEGE  
SHORELINE WEST REGION  
AFFIRMATIVE ACTION PLAN EXECUTIVE SUMMARY  
REPORTING PERIOD: OCTOBER 1, 2021 – SEPTEMBER 30, 2022**

## Overall Status of the Affirmative Action/Equal Employment Opportunity Program

The CSCC Shoreline West Region remains committed to a policy of affirmative action, equal employment opportunity, diversity, inclusion, and equity in the workplace. All three campus affirmative action plans were in compliance with the regulations and approved by the Commission on Human Rights and Opportunities. The Shoreline West Region has just submitted the CSCC regional plan which covers the reporting period October 1, 2022 – September 30, 2023 and details our efforts, goals, and responsibilities, and establishes our new hiring, promotional and programmatic goals for 2022-2023.

Copies of the Affirmative Action Plan is available in both paper and electronic form. Copies can be made available through the Human Resources Office, the CEO's office, and can be downloaded from the CSCU Website. As a public document, the Plan was (and remains) available for review by employees, and the general public throughout the entire reporting period. The respective unions were encouraged to review the last AA Plan and direct any comments in writing the Equal Employment Opportunity Officer. During the past reporting period, no comments were received.

The Shoreline West Region is committed to ensuring that the workforce is in parity with the relevant labor market area, demonstrating good faith efforts to achieving hiring, promotion and program goals, and addressing all deficiencies, omissions and errors as noted by the Commission on Human Rights and Opportunities (CHRO).

## Affirmative Action, Equal Employment Opportunity, Diversity and Equity Responsibilities

The region strives to be in compliance with the CT Commission on Human Rights and Opportunities (CHRO), Equal Employment Opportunity Commission (EEOC) and the Office of Civil Rights (OCR) mandatory requirements and related laws, statutes and regulations.

The Connecticut State Colleges and Universities (CSCU) and the CT State Community College System has a responsibility for compliance with affirmative action, equal employment opportunity, diversity, inclusion and equity, Americans with Disabilities Act (ADA) and Title IX mandates and to set an example for the entire CSCU system to embrace these initiatives.

## Affirmative Action Plan (AAP) Requirements

The CT Affirmative Action Regulations require that the ultimate responsibility for promoting and enforcing affirmative action rests with the Appointing Authority or Agency Head.

The Shoreline West Region is required to file an annual Affirmative Action Plan for the current reporting period that covers the timeframe covering October 1, 2022 – September 30, 2023. CHRO reviews the AAP by the Regulations "Standard of Review" and by enforcing affirmative action and equal employment opportunity compliance.

The AAP has seventeen (17) narrative and statistical elements that analyze different parts of the employment process at each stage of the hiring & selection process. Some parts of the AAP required by CT Regulations include:

- Analyzing all personnel activity including all hiring, promotions, upward mobility opportunities and separations in the workforce;
- Reviewing the employment process to identify barriers to affirmative action, equal employment opportunity, diversity, inclusion and equity;
- Tracking all applicants through the entire employment process to identify the step at which they are no longer considered for the position;
- Setting hiring and promotional goals by comparing the workforce with similar job categories in the available census, labor, educational and other sources of data;

The most critical part of the AA Plan is the Goals Analysis narrative section. The CT CHRO Regulations require this section to be complete and detailed about every applicant that applies for every position during the reporting period. This section is difficult to develop and requires that each search committee is responsible for providing documentation and detailed reasons for selection or non-selection of every applicant.

The standard that agencies must show “good-faith efforts” when hiring non-goal candidates. Good faith efforts definition means the degree, 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 to achieve the full and fair compliance. It includes efforts toward full statutory and regulation requirements.

### Shoreline West Region’s Workforce

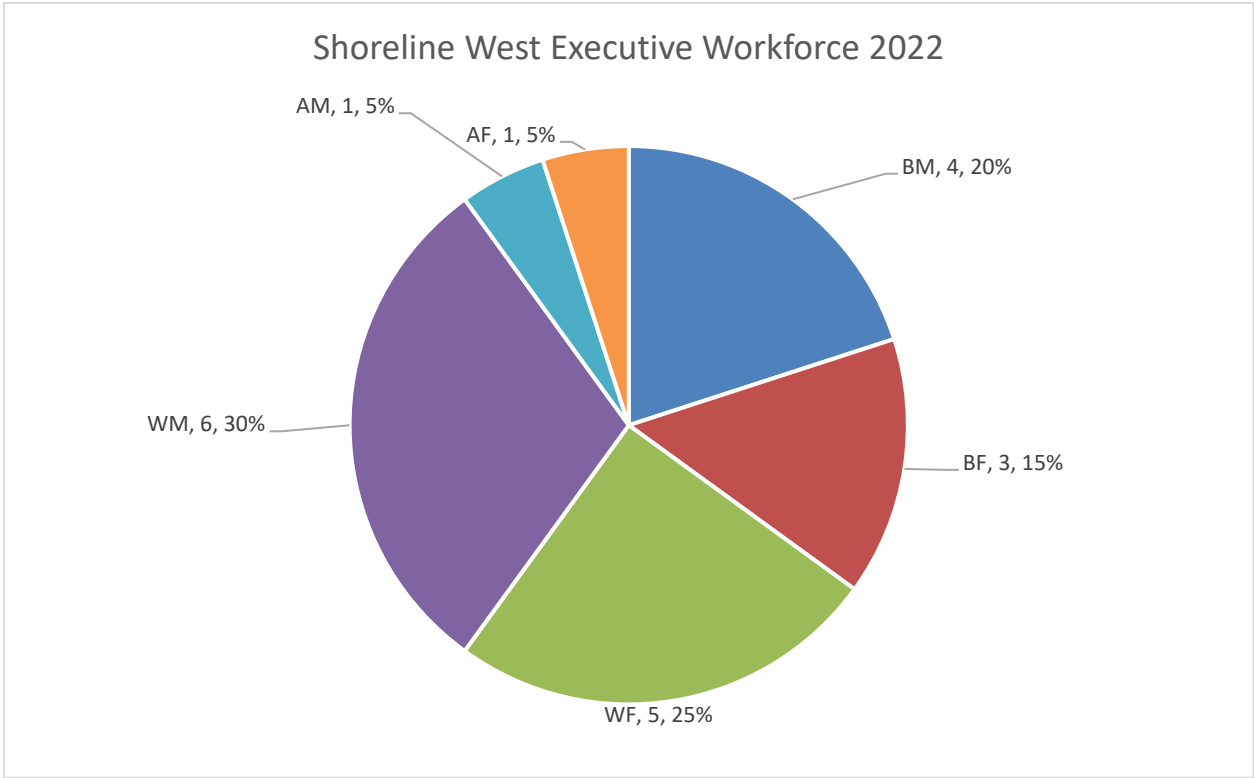
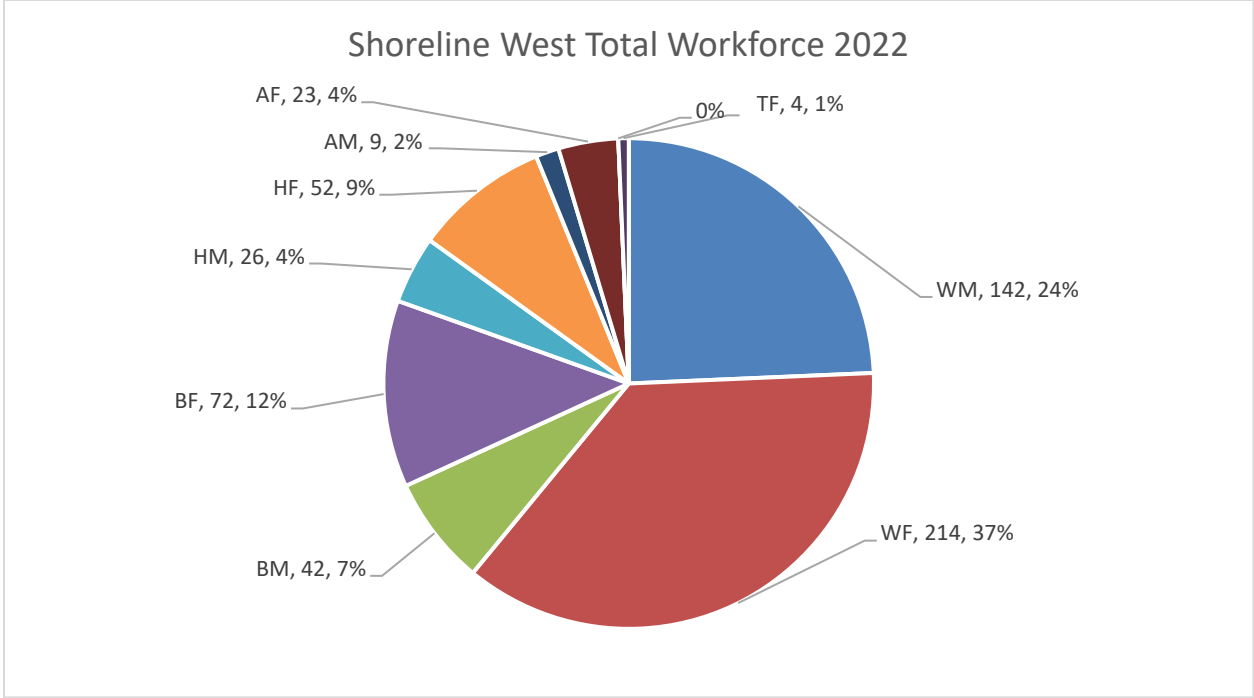
**WORKFORCE ANALYSIS**

Form 83A

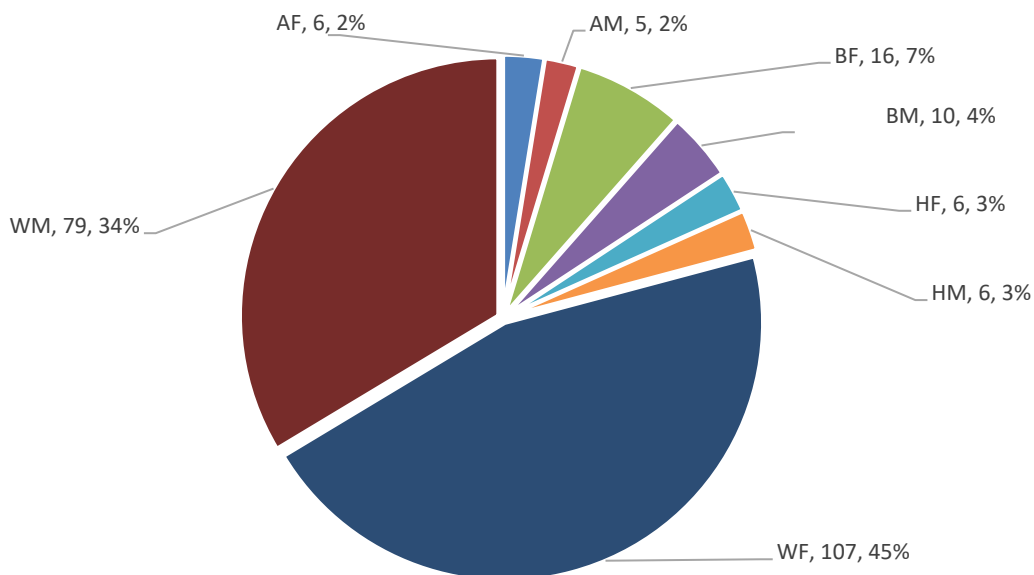
**TOTAL WORKFORCE**

AGENCY: CSCC Shoreline West Region REPORTING DATE: September 30, 2022

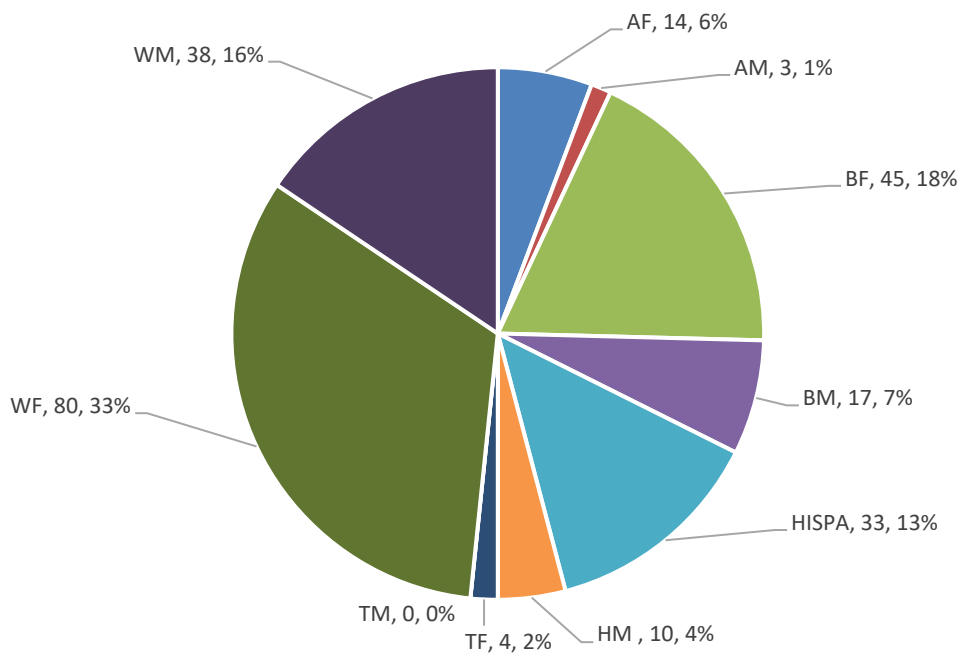
OCCUPATIONAL CATEGORY/JOB TITLE	GRAND		TOTAL		WHITE		BLACK		HISPANIC		AAIANHNP		2 OR MORE RACES	
	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
Executive/Managerial	20	11	9	6	5	4	3	0	0	1	1	0	0	
%TOTAL	100.0%	55.0%	45.0%	30.0%	25.0%	20.0%	15.0%	0.0%	0.0%	5.0%	5.0%	0.0%	0.0%	
Faculty	234	100	134	79	106	10	16	6	6	5	6	0	0	
%TOTAL	100.0%	42.7%	57.3%	33.8%	45.3%	4.3%	6.8%	2.6%	2.6%	2.1%	2.6%	0.0%	0.0%	
Professional	242	68	174	38	78	17	45	10	33	3	14	0	4	
%TOTAL	100.0%	28.1%	71.9%	15.7%	32.2%	7.0%	18.6%	4.1%	13.6%	1.2%	5.8%	0.0%	1.7%	
Tech/Paraprofessional	11	1	10	0	3	0	2	1	4	0	1	0	0	
%TOTAL	100.0%	9.1%	90.9%	0.0%	27.3%	0.0%	18.2%	9.1%	36.4%	0.0%	9.1%	0.0%	0.0%	
Secretarial/Clerical	33	2	31	1	19	1	6	0	6	0	0	0	0	
%TOTAL	100.0%	6.1%	93.9%	3.0%	57.6%	3.0%	18.2%	0.0%	18.2%	0.0%	0.0%	0.0%	0.0%	
Skilled Craft	5	5	0	5	0	0	0	0	0	0	0	0	0	
%TOTAL	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Service/Maintenance	29	26	3	9	0	10	0	7	2	0	1	0	0	
%TOTAL	100.0%	89.7%	10.3%	31.0%	0.0%	34.5%	0.0%	24.1%	6.9%	0.0%	3.4%	0.0%	0.0%	
Protective Service	7	6	1	4	0	0	0	2	1	0	0	0	0	
%TOTAL	100.0%	85.7%	14.3%	57.1%	0.0%	0.0%	0.0%	28.6%	14.3%	0.0%	0.0%	0.0%	0.0%	
<b>TOTAL</b>	<b>581</b>	<b>219</b>	<b>362</b>	<b>142</b>	<b>211</b>	<b>42</b>	<b>72</b>	<b>26</b>	<b>52</b>	<b>9</b>	<b>23</b>	<b>0</b>	<b>4</b>	
%TOTAL	100.0%	37.7%	62.3%	24.4%	36.3%	7.2%	12.4%	4.5%	9.0%	1.5%	4.0%	0.0%	0.7%	



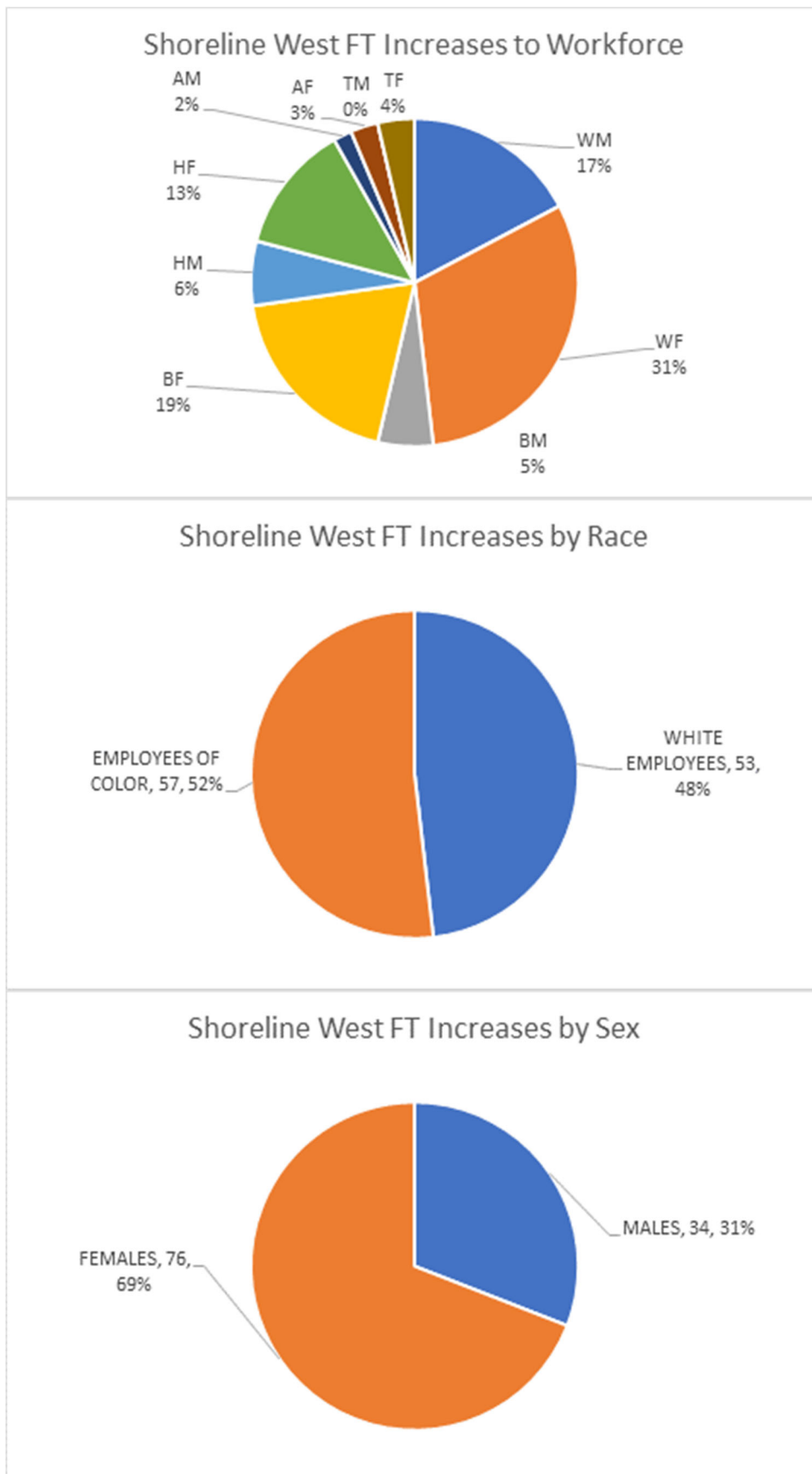
### Shoreline West Faculty by Sex 2022



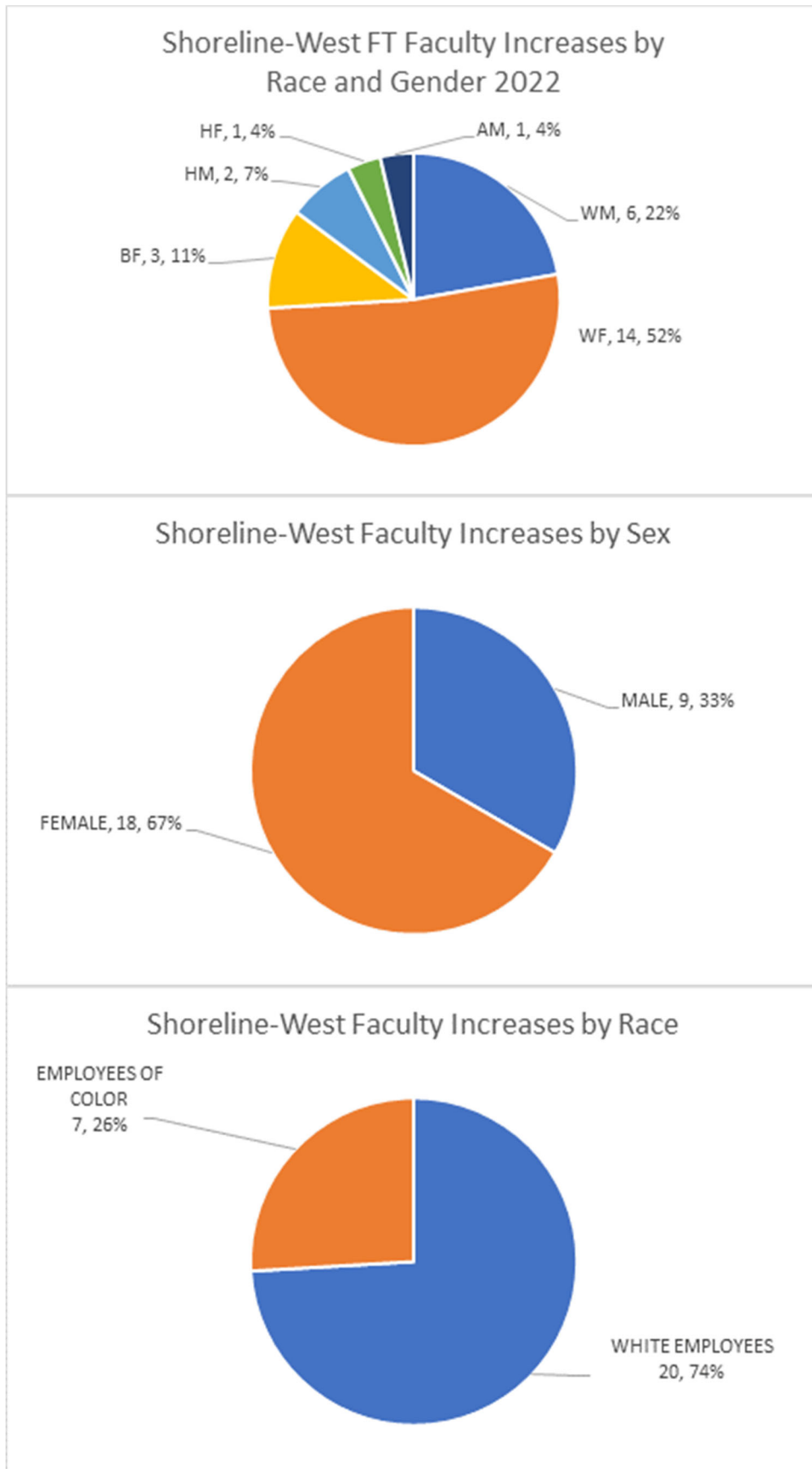
### Shoreline West Professional Non-Faculty Workforce



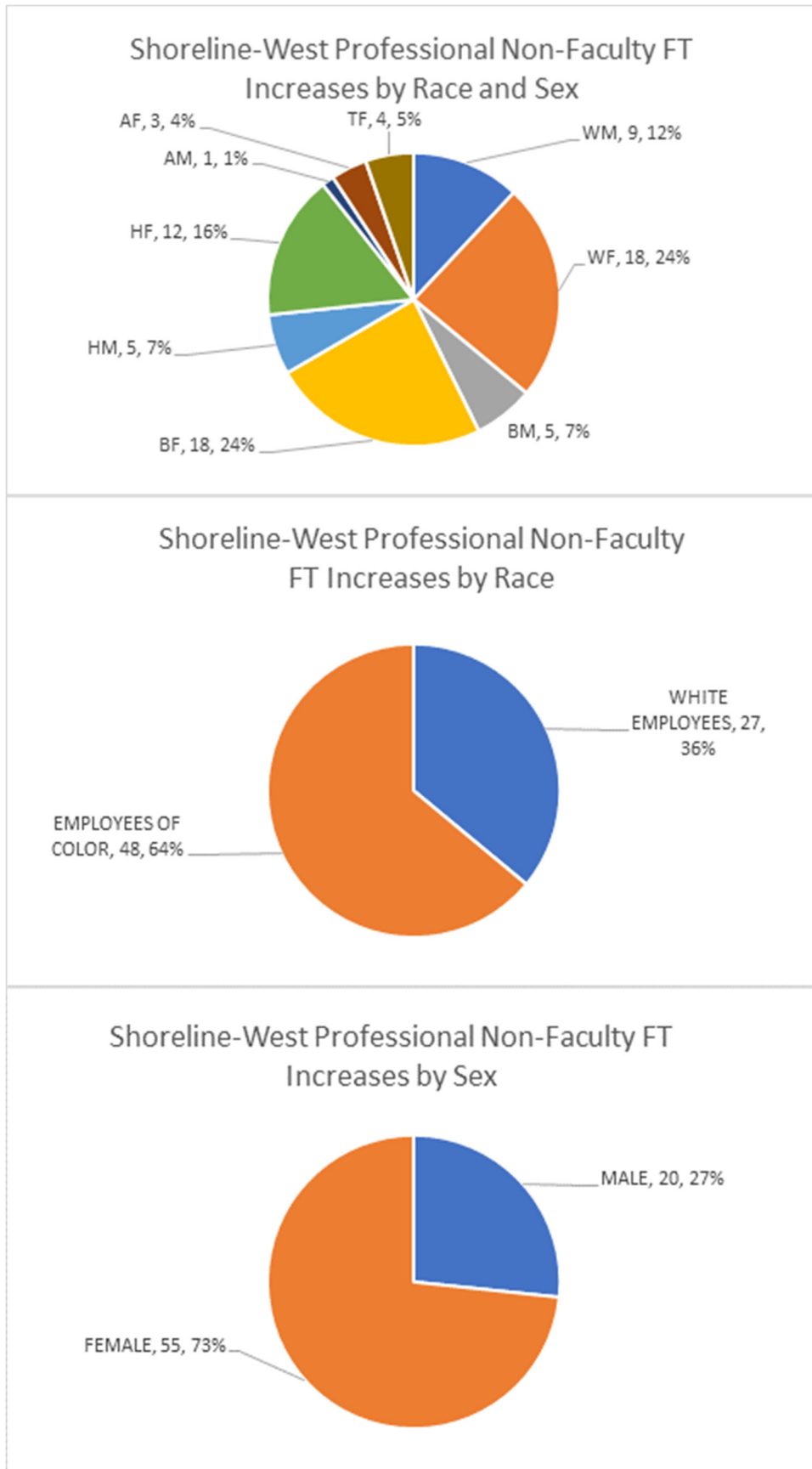
### Summary of 2021-2022 Increases to the Shoreline-West Workforce:



### Summary of 2021-2022 Increases to the Shoreline-West Workforce – Faculty Positions



Summary of 2021-2022 Increases to the Shoreline-West Workforce – Professional Positions



## Summary of the 2021-2022 Affirmative Action Plan Achievements:

## 2021-2022 Goal Achievements

EEO Category	Goals Established	Hires	Promotions	Goal Achievement
Executive	H: 3WM, 1WF, 1HF, 1AF P: 1WM, 1WF	1WM, 1WF	1BM, AF	3 out of 4 increases met goals or 75%
Professor	H: None P: 12BM, 16BF, 4HM	Zero	2WM, 5WF,1BM	1 out of 8 promotions or 12.5%
Associate Professor	H: None P: 2HF, 2AM, 2AF	Zero	5WM, 4WF, 1BF, 2AM	2 out of 6 goals or 33%
Assistant Professor	H: 3WM, 2HM, 1AF, 2TM P: 3WM, 1HM	1WM, 7WF, 2BF, 1HF	2WM, 1BM, 1HM	1 out of 8 goals or 12.5% 3 of 4 promotions met goals or 75%
Instructor	H: 5WF, 1HF, 1AM P: None	5WM, 7WF, 1BF, 2HM,1AM	1HF	7 out of 7 goals or 100%
Professional - Guided Pathways Advisor 1	H: 1WM, 5WF, 1TF P: None	3WM, 9WF, 4BM, 9BF, 1HM, 6HF, 1AF, 2TF	zero	6 out of 6 goals or 100%
Professional Non- Faculty-All other Titles	H: 7WM, 8WF, 4HM, 1AM, 1TM, 2TF P: None	6WM, 9WF, 1BM, 10BF, 4HM, 7HF, 1AM, 2AF, 2TF	2WF, 2BF, 1HM, 2HF, 1AF	21 out of 23 goals or 91%
<b>Fairfield County</b>				
Clerical	H: 1WM, 3WF, 1HM P: None	1WF, 1BM	Zero	1 out of 2 hires or 50%
Paraprofessionals	H: 2WM, 2WF, 1BM, 1AM	Zero	Zero	1 out of 1 or 100%
Skilled Craft	H: 1HM P: None	Zero	Zero	0 out of 1 or 0%
Protective Services	H: 2WM, 1WF, 1BM P: None	2WM	Zero	2 out of 2 hires or 100%
Service Maintenance	H: 1WF, 1BF, 1HM, 2HF, 1TF P: None	Zero	Zero	0 out of 1 or 0%
<b>New Haven County</b>				



Clerical	H: 3WF, 1BM, 1HM, 1AF P: None	1HF	Zero	0 out of 1 or 0%
Paraprofessionals	H: 1WM, 1WF P: 1WF	Zero	Zero	N/A
Skilled Craft	H: None P: None	Zero	Zero	N/A
Protective Services	H: 1BM P: None	Zero	Zero	N/A
Service Maintenance	H: 2WF, 1BF, 2HF, 1TF P: None	Zero	Zero	N/A
<b>Program Goals</b>				
Program Goals	3 Established			3 out of 3 or 100%
<p>1. The region sets a goal strengthen the search and selection process to ensure equity, AA, and EEO compliance are foundational to every search. Such efforts may include, but are not limited to, adding a 30-minute Bias in the Interview training for all search committee members; establishing pause points in the search process to ensure applicant pool reflects the availability pool, and the interview pool reflects the applicant pool; working within the CSCU system to identify additional local, state, and national recruitment sources focused on diversity (e.g., Latinosinhighered.com), etc.</p> <p><b>Goal Achievement:</b> This goal was achieved during the reporting period. All search committee members must participate in a search training as well as a 30-minute online training (Bias in the Interview). Additionally, the pause point program was implemented during the reporting period which uses data to inform search related decisions, e.g., extend a search and expand recruitment efforts. Additionally, frequent meetings occurred during the reporting period with campus leaders to address search related matters to ensure biases were not influencing the process. All of these efforts are not built into the search process.</p>				
<p>2. The region will establish the framework, charge and expectations of an Employee Advisory Committee. The expectation is that a call for nominations or volunteers to occur prior to the fall 2022 semester start and the inaugural meeting to take place in fall 2022.</p> <p><b>Goal Achievement:</b> This goal was achieved with the development of the Office of Diversity and Equity for CT State. Through this office, each campus has identified, and DE&amp;I lead as well as a DE&amp;I team. Part of the role of this committee is to serve as the employee advisory committee. Each campus retains the autonomy to establish and build their team and each CEO appoints their DE&amp;I lead.</p>				
<p>3. The region will pilot an emerging program to have equity auditors evaluate the search and selection process. The Region will identify at least 3 searches where this program can be piloted. The role of the Equity Auditor will include, but is not limited to, ensuring diversity exists in all phases (e.g., applicants, interviews, finalists) of the search process, monitor the search process to avoid common biases, and to ensure compliance with EEO/AA regulations/laws.</p> <p><b>Goal Achievement:</b> This goal was achieved during the reporting period. On at least three search committees, a member of the EEO team served in the capacity of candidate advocates (formerly equity auditors). In this capacity, they ensured the process was followed in accordance with established procedures and that candidates experienced the same process throughout the interviews. This process will be expanded and built into the search process.</p>				

## Summary of the 2022-2023 Affirmative Action Goals and Objectives

The following hiring and promotion goals have been set for the period October 1, 2022 – September 30, 2023 in accordance with Regulations of Connecticut State Agencies Section 46a-68-85.

### Statewide/National – AA Plan Goals

Executive/Administrative/Managerial	H: 1WM, 3WF, 1HF P: 1WF
Professor	H: None P: 6BM, 14BF, 3HM, 4AM
Associate Professor	H: None P: 6WF, 1HM, 2HF, 2AF
Assistant Professor	H: 5WM, 1HM, 1HF, 2AM P: 2WM, 1HM
Instructor	H: 2WF, 1TF P: None
Professional – Guided Pathways Advisor 1	H: 4WM, 9WF, 1HM, 1AM P: None
Professional – All Other Titles	H: 3WM, 6WF, 2HM, 1TM, 2TF P: 1WM, 1WF, 1BM

### Fairfield County Labor Market Area – AA Plan Goals

Technical Paraprofessional	H: 1WM, 2WF, 1BM, 1AM
Secretarial Clerical	H: 1WM, 2HM, 1AF P: None
Skilled Craft Workers	H: 1HM P: None
Protective Services	H: 1WM, 1BM P: None
Service Maintenance	H: 1WF, 1BF, 1HM, 2HF, 1TF P: None

### New Haven County Labor Market Area – AA Plan Goals

Technical Paraprofessional	H: 1WM, P: 1WF
Secretarial Clerical	H: 1HM, 1AF P: None

Skilled Craft Workers	H: None P: None
Protective Services	H: 1HM P: None
Service Maintenance	H: 1WM, 2WF, 1BF, 2HF, 1TF P: None

## PROGRAM GOALS:

The Region sets the goals below to enhance its efforts to ensure affirmative action and equal employment opportunity compliance.

1. To address the noted Problem Area regarding training, the Region establishes a goal to ensure compliance with state requirements related to Sexual Harassment Training. To that end, the EEO Center of Excellence will enroll all new employees in the online training program after they attend their first day of new employee orientation program. The region also will enroll previous employees who have yet to complete the training. The EEO Center of Excellence will ensure all new hires complete the training within 6 months of hire. Additionally, employees will be enrolled in Domestic Violence Awareness training in accordance with CT's new mandate Responsible persons: EEO Center of Excellence, DE&I and CEOs.

Responsible persons: EEO and DE&I, and Supervisors/Managers.

Timeframe: Completion by October 30, 2023.

2. The region sets a goal to increase recruitment efforts to ensure we achieve larger and diverse applicant pools. Steps to include, but are not limited to, increased social media presence, community events, additional recruitment sources, career fairs.

Responsible persons: CEOs, Recruitment and Talent Center of Excellence.

Timeframe: Completion by October 30, 2023.

3. The region will support the CSCU System Office's goal to train all managers within the region on DEI, EEO, Civil Rights, and Managing a Diverse workforce.

Responsible persons: CEO's, HR, DEI, EEO Center of Excellence.

Timeframe: Completion by October 30, 2023.