

Section C

Element No. 3

**EXTERNAL
COMMUNICATION &
RECRUITMENT STRATEGIES**

Sec. 46a-68-80

External Communication

Under Section 46a-68-80(a) of the Affirmative Action Regulations of Connecticut State Agencies, Western Connecticut State University sends, on a regular basis, written expression of the University's commitment to diversely recruit for current positions.

- (b) Western Connecticut State University has put itself on public record as an Affirmative Action/Equal Employment Opportunity Employer. Consistent with that posture:
 - (1) Written expression of the University's commitment to Affirmative Action and Equal Employment Opportunity and a notice of job availability to the list of recruiting sources and organizations that are capable of referring qualified applicants for employment. Effective September 1, 2017, the Office of Diversity and Equity implemented a directory called "*The Diversity Resource Guide For Job Advertisements*" that lists various diverse recruitment sources, centers, institutions and organizations where said written expression and notification of job availability are sent.
 - (2) On a continuous basis, all union contracts contain a non-discrimination clause. The Chief Human Resources Officer represents the University in collective bargaining between the state and the union. The Chief Diversity Officer annually notifies all unions which represent agency employees for collective bargaining purposes that the University is an Affirmative Action/Equal Opportunity Employer and invites all unions to review and comment upon the University's Affirmative Action Plan. (See attached letters).
- (c) The University has undertaken positive relationship building activity to ensure that affirmative action is more than a paper commitment. The Chief Diversity Officer and the Chief Human Resources Officer as well as other University management officials, such as the University's Vice Presidents, Deans, Managerial and Supervisory staff as well as members of all designated search committees in order to make personal contacts with local, state and national recruitment sources in a concerted effort to maintain a successful, talent pipeline recruitment program.

All employment advertisements include notification that Western Connecticut State University is an affirmative action/equal employment opportunity educator and employer. Except in the case of a bona fide occupational qualification or need, employment advertising does not, and will not make reference to age or gender, and clearly conveys the desire of the University to employ members of under-represented groups. During this reporting period, the Chief Diversity Officer reviews all position announcements and advertising for compliance with this requirement. She will continue the long-standing practice of reviewing all position announcements and advertisements prior to finalization, scrutinizing for artificial barriers and discriminatory language.

The utilization of publication sources that include media that targets a protected class audience in the labor market area(s), most relevant for filling a position, continued to be a part of the University's recruitment program.

Local and national recruitment sources continue to expand, providing a wider base to draw applicants for employment. An affirmative action job search process continues to be an integral component of filling positions, facilitating the involvement of Affirmative Action from the onset of hiring activity to the actual filling of the position. The process keeps affirmative action in the forefront of all hiring activity, but more important, the goals of the Affirmative Action Plan are always under consideration.

Recruitment/outreach activities will now be extended to other known university entities, such as university centers, institutes and associations. A system is in place whereby position announcements are routinely sent to various agencies by the Office of Diversity & Equity for posting and distribution. In return, the university posts employment announcements through the DAS website and by email from other agencies.

As unclassified positions become available, a position announcement is sent to protected class recruiting sources. The announcement is sent in an affirmative effort to reach protected class persons. We want to reach as many potential applicants as we can with notification of employment opportunities. The department that houses the position is requested by the Chief Diversity Officer to make every effort to recruit protected class persons. The professorial (faculty) titles and other known university titles also request to recruit potential minority candidates at professional meetings that often occur at the national level.

As classified positions become available, a system is in place whereby Human Resources routinely notifies classified employees of the employment/promotional opportunity. Classified positions are listed with the Department of Administrative Services (DAS) and advertised in local and regional newspapers, both in print and online. These positions are also sent to recruitment sources that may be helpful in the University's recruitment efforts.

The University continues to utilize various media sources such as newspapers, web sites, publications, and associations conducive to affirmative action efforts. The list include the following: Chronicle of Higher Education, Danbury News Times, Hartford Courant, Northeast Minority News, Stamford Advocate, New Haven Register, Connecticut Post, Immigrant, Student Affairs Placement, Career Builders, El Canillita, Waterbury Republican, La Tribuna, National Association of College and University Business Officers, National Association of Black Social Workers, American Society of Women Accountants, the American Institute of CPA's, Diverse Issues in Higher Education, Education Week, AACTE, CEA, Black Collegiate, Chemical Engineering News, NCAA News, Historically Black College Career Center, ACA Career Center, Counseling Today, Black Nurses Association, APA Monitor, New England Psychologist Newsletter, Connecticut Psychological Association Newsletter, Connecticut Association of Professional Financial Aid Administrators, NADOHE, NEACUHO, ASJA, College and Research Library, ACSM Health and Fitness Journal, American Journal of Physical Health

Education, Journal of Health Education, American Public Health Association, Career Mart, American Journal of Public Health, Academic Careers, Council for Support and Advancement of Education, University of Bridgeport Daily, AACN, American Journal of Nursing, Journal of Nursing Education Minority Nurse Newsletter, and Journal of Cultural Diversity.

The University maintains membership status with the following organizations as another means of expanding its Hispanic recruitment efforts:

1. Connecticut Association of Latin Americans in Higher Education;
2. The Hispanic Center of Danbury

The Office of Diversity and Equity maintains an annual subscription to Diversity.com and various other websites for recruiting, which includes but is not limited to the following: Health-Net, CAHALE.com, Career Builders.com, NACHUO.net, Higheredjobs.com, Fairfield County Jobs.com, DAS website, NASPA.com, Academic Careers on Line, Sciencejobs.com, NCAA News website, ACA Career Center website, Counseling Today website, APA Monitor website, New England Psychologist website, Connecticut Psychological Association website, Telecomcareers.net, Computerwork.net, NACCU website, Student Affairs.com, Journal of Health Education website, American Journal of Nursing website, Journal of Nursing Education website, Minority Nurse Newsletter website, Journal of Cultural Diversity website, Academic Careers Online, AACN website, ABNF website, Telecomcareer.net, and Computerwork.com. These media sources are used in direct correlation with the related vacancy; and therefore, not all position announcements will appear in each venue.

Effective January 1, 2018, the Chief Diversity Officer facilitated an institutional membership through June 30, 2019 with the Metropolitan New York and Southern Connecticut Higher Education Recruitment Consortium (HERC) as a recruitment source and target recruitment efforts with their 26,000+ users to post and advertise all faculty and administrative open positions primarily across the tristate area (i.e., Northeast region). Finally, all positions continue to be advertised on the University website.

All bidders, contractors, subcontractors and suppliers of materials are continuously notified of the University's Affirmative Action Policy. In keeping with University practice, all bidders, contractors, subcontractors and suppliers of materials are notified that the University will not knowingly do business with any bidder, contractor, subcontractor, or supplier of materials who discriminates against members of any class protected under Section 4a-60a and 4a-60 of the Connecticut General Statutes.

The participation of minority business enterprises meeting qualifications established in regulations issued pursuant to the Connecticut General Statutes or federal law, is solicited and encouraged. The University refrains from knowingly doing business with any bidder, contractor, subcontractor, or supplier of materials debarred from participation in any federal or state contract program, or found to be in violation of any state or federal anti-discrimination law; and will promptly report any behavior inconsistent therewith to the

Commission or other appropriate authorities for investigation; and encourages bidders, contractors, subcontractors, or suppliers of materials to develop and implement affirmative action plans of their own.

The Office of Diversity & Equity continues to utilize recruitment directories and publications that provide outreach to peoples in protected and underutilized populations. The directory includes hundreds of sources and additional sources continue to be added on the ongoing basis. The list of directories and publications include the following:

Association of University Centers on Disability Resource Directory: This directory is a resource that aids in the University's outreach to persons with disabilities by providing the identification of outreach sources by name and address.

Big Ten Academic Alliance Directory of Minority, Ph.D., MFA and MLS Candidates and Recipients: Contains a listing of advance graduate students who are in the final phase of their doctoral work at various New England campuses.

Biomedical Sciences Careers Program New England Resource Directory: Provides information to students, advisors, and administrators on outreach efforts, internships and biomedical/science related programs at New England institutions, hospitals, and biomedical and biotechnology organizations.

CollegeCalc Directory of New England Colleges, Universities and Institutes: Contains a complete listing of all New England colleges, universities and institutes including degrees offered at each and personnel information with title for each.

HBCU Connect: Contains a national listing of minority from research universities in the United States, as well as pertinent academic information pertaining to the persons listed.

Hispanic Outlook on Education: A national higher education publication, tantamount to a counterpart for the *Diverse Issues in Higher Education*, advertises positions and discusses issues in American higher education.

Minority Postdoc for Minority and Women Doctoral Directories: Contains a national listing of minority and women from research universities in the United States, as well as pertinent academic information pertaining to the persons listed.

Permanent Commission on the Status of Women (PCSW) 2014 Directory of Women's Organizations in Connecticut: Contains over 500 entries listed alphabetically by county, with contact names, addresses, telephone and fax numbers for each organization.

The Ph.D. Project: Contains a listing of doctoral students who are in the final phase of their doctoral work at various minority serving institutions (MSI) across the United States.

UnivSearch Higher Education Directory: A directory of accredited postsecondary, degree granting institutions that are accredited by regional, national, professional and specialized agencies recognized by accrediting bodies of the U.S. Department of Education and the Council of Higher Education.

The Office of Diversity & Equity maintains a list of email addresses for agencies to which we distribute position announcements and advertisements. The result of this undertaking is readily apparent as is evidenced by timely and consistent follow-up and inquiries to our position announcements. Furthermore, the University receives all applications via electronic submission and the Office of Diversity & Equity collects Affirmative Action data electronically from all applications that are submitted electronically.

Western Connecticut State University is easily recognized by its official logo which is placed on all position advertisements. The University send various press releases to radio station networks in Danbury, Hartford, Norwalk, and Bridgeport. Various newspaper media are also used as recruitment sources in Hartford, Bridgeport and Stamford.

When needed, the radio networks utilized are the following:

| Hartford | Danbury | Norwalk | Bridgeport |
|----------|---------|---------|------------|
| WHCN | WINE | WEFX | WEBE |
| WKSS | WATR | | |
| WMRQ | WSHU | | |
| WNPR | | | |

The Office of Diversity & Equity and the Human Resources Department maintain an adequate budget for advertising positions and the University continues its involvement with the community and outreach via professional affiliations and memberships, by various University professionals, on a multitude of organizational boards and committees.

The University continues to host meetings, workshops, conferences, etc. for the community and others as the University remains committed to partnering with agencies and organizations that have the potential to attract peoples in the protected and underutilized populations into the University's workforce. Specific connections include, but are not limited to, the following:

CSU Diversity and Equity Committee – The University have representatives who serve as faculty/staff and student advisors for the CSU System Office.

Connecticut Institute For Communities, Inc. - The University is represented on the Board of Directors.

Danbury Youth Services – The University supports the executive staff of the Danbury Youth Services and have collaborated with several offsite events throughout the year.

Governor's Coalition for Youth with Disabilities – The University has served as a participant of the Governor's Coalition for Youth with Disabilities.

The Global Majority – The University continues to be a sponsor of the Connecticut State University Global Majority Retreat, which provides the opportunity to network with other system universities and community college colleagues. The Office of Intercultural Affairs continues to provide financial assistance for employees who want to attend the Global Majority Retreat.

Harambee Youth Center – The University supports the executive staff of the Harambee Youth Center and have collaborated with several offsite events throughout the year.

Hord Foundation – The University continued its positive relationship with the Hord Foundation, an established foundation that serves the Black community of Danbury. The University is represented on the Advisory Board of the Hord Foundation.

Metro New York/Southern Connecticut Higher Education Recruitment Consortium – The Chief Diversity Officer serves as the point of contact and member liaison for this consortium.

Prior to advertising a position, the Chief Diversity Officer reviews the qualifications for appropriateness of content, including Western Connecticut State University's non-discrimination notice and other statements that are articulated in our commitment to employing members of protected and underutilized populations.

In summary, Western Connecticut State University continues its pursuit to expand its external communication activity in furtherance of its commitment to Affirmative Action. Hiring and program goals have been set forth to further strengthen our recruitment capacity.

Contract Compliance

Under Section 46a-68-80(c) of the Affirmative Action Regulations of Connecticut State Agencies, the President of Western Connecticut State University has designated the Chief Diversity Officer to monitor the University's good faith effort in the area of Contract Compliance. The Vice President of Finance and Administration who has overall responsibility for University contracting and purchasing operations is the person accountable to the President for Contract Compliance. This section has been prepared in consultation with and reviewed by the Director of Administrative Services and the Associate Director of Administrative Services who are intimately involved in all contracting projects and are responsible for purchasing activity.

Progress that has been made is reflective of the good faith efforts of the Director of Administrative Services, the Associate Director of Administrative Services, Director of Planning and Engineering, and the Executive Assistant to the President/Chief Diversity Officer, who keep a focus on Contract Compliance and diligently strive to enhance the University's Contract Compliance efforts. It is noted that sexual orientation continues to be cited as a protected class in purchase orders and contracts.

The Chief Diversity Officer is the University's Affirmative Action community liaison for Contract Compliance. These responsibilities include community outreach; follow up visitation, internal collaboration, and other related duties.

As required, the University submitted all required Contract Compliance reports to the Department of Administrative Services/Business Connections. We continue to work diligently in this very important area and continue to see progress. Also, the University has not received any correspondence from Administrative Services or the Commission regarding the above report submissions that reflects negatively on goal achievement. These reports were submitted on a quarterly basis, and copies are provided in this section of the plan. As the University Affirmative Action Plan reporting period straddles two fiscal years, the Contract Compliance reports cover the 4th Quarter of FY 2017 and the 1st through 3rd Quarters of FY 2018.

This narrative reflects collective input from the Director of Administrative Services. Good faith efforts were made to increase the number of small and minority business enterprises doing business with the University. The Director of Administrative Services and Associate Director of Administrative Services focused on this initiative, and as a result, were successful in identifying nineteen new SBE/MBE vendors who were awarded contracts.

MBE's include:

- ASA Environmental Products Inc.
- Beaulieu Company LLC.
- Biron Agency
- Caruso Electric

- K and P Facilities Maintenance
- MA Arnold II LLC

SBE's include:

- Above and Beyond Equipment
- Amenta Emma Architects
- PC Blanchette Sporting Goods
- C and C Mechanical Insulation
- Control Systems Inc.
- Herb's Sports Shop Inc.
- Mazzotta Rentals
- Mulvaney Mechanical
- Noriss and Ferraris
- Plumbing Solutions
- Seismic Control
- Stewart Staffing Solutions
- Summit Crane

In addition to the above, contractors who were introducing themselves to the University through a presentation or other means were introduced to the Connecticut DAS Business Connections Set-Aside program. The University continues to update its procurement website to include resources for potential vendors, including resource links for SBE/MBE and bid opportunities at the University. This was done in an attempt to increase the University's opportunities in realizing its goals. Invitation to bid advertisements were placed in LaVoz Hispana as another resource for attracting small and minority businesses. At each bid conference, vendors are informed of the set aside requirements for the bid project, in our ongoing efforts to insure contract compliance. The University also participates in the Connecticut Business Advantage Matchmaker Conference to meet potential new contractors that are registered SBE's and MBE's.

The University aggressively engaged in high volume telephone communication, followed up on leads, maintained collaborative internal communication, and networked with the DAS, other Universities, and local organizations to locate SBE/MBE vendors

The University ensured that projects identified with a construction value of up to \$500,000 were only offered to SBE/MBE state certified businesses. Bid ads were stated as such.

Attention was paid to identifying contractors who have been awarded contracts in an ordinary fashion, but who might qualify as SBE/MBE/WBE certified. The Director of Administrative Services continued to encourage such contractors to secure state certification.

The web page of the State of Connecticut Department of Administrative Services was aggressively utilized for identifying and contacting certified contractors for notification

of purchasing and contracting opportunities. The University took a proactive approach to reaching out, as opposed to a traditional approach of sponsoring a bid and waiting for responses.

To secure proper language for bids and help achieve contracting goals, the University continues to work closely with the Commission on Human Rights and Opportunities. In addition, the "Form of Proposal Set-Aside Worksheet" was added to all construction bids to insure contract compliance with set aside guidelines. The University continues to emphasize this important program and seeks additional opportunities for small and minority business contracting.

The University continues proactive measures and good faith efforts in the area of Contract Compliance. Good faith effort was made in reaching out to persons with disabilities. Outreach continued with WeCahr, with discussions on assisting the University with identifying persons with disabilities who may be interested in participating in the Contract Compliance program. The Chief Diversity Officer conducted outreach to persons with disabilities through Ability Beyond Disability and WeCahr.

The Office Diversity and Equity coordinates an annual presentation for the University community to provide SBE/WBE/MBE and people with disabilities information with information on the Contract Compliance program. The presentation is realized from the invaluable assistance and collaboration from the Offices of Planning and Engineering, and Purchasing. The goal of the workshop/presentation is to increase the number of SBE/MBE/WBE and persons with disabilities that pursue certification by the state.

In addition to the workshops hosted by the University, the Chief Diversity Officer made visits to the following community organizations:

La Tribuna:

A Brazilian newspaper that distributes its paper at no charge in the Greater Danbury area.

The Brazilian Community Center:

The Brazilian Community Center champions issues in the Brazilian community.

Ability Beyond Disability:

The agency specializes in the oversight of residential programs and services. The agency will be a resource for the University's effort to identify businesses owned by individuals with disabilities.

Association of African American Organizations:

Represents organizations with a mission to service the African American community in the Greater Danbury Area.

Representatives from the organization were invited to the above referenced information session.

The Hispanic Center of Greater Danbury:

The Hispanic Center of Greater Danbury champions issues in the Hispanic community for Western Connecticut.

The Brazilian Business Expo:

Businesses that promote opportunities within the Brazilian community.

Discussions between the Offices of Diversity and Equity, Purchasing, and Planning and Engineering continued and enabled the collective writing of this section. It has been established that copies of bidding specs are to be provided to the Office of Diversity and Equity. Also, the Director of Planning and Engineering gives an early alert to the Office of Diversity and Equity of upcoming projects. A team outreach strategy is in place to maximize our contract compliance efforts.

The required Contract Compliance reporting forms are included in this section of the Plan. Also included is the University's annual goal calculation sheet and request for exemption. The response from the Department of Administrative Services is also included. The Notification to Bidders form includes persons with disabilities and sexual orientation. This form is part of our bidder's manual. The manual has not been included as a former reviewer has previously indicated that this is not necessary.

For FY 2018, the University was assigned contracting goals totaling \$582,943.00 for Small Business Enterprises of which \$145,735.75 is the goal for Minority Business Enterprises for standard purchases. For FY 2018, through the completion of the third quarter, the University realized over 99% of its contracting goals with Small Business Enterprises and over 150% of its contracting goals with Minority Business Enterprises. In addition, for the construction contracting goals totaling \$575,387.00, through the end of the third quarter, \$872,225.76, has been awarded to small business enterprises of which \$218,806.04 was awarded to minority business enterprises.

The March 31, 2018 report provides the yearly summary of the total dollar contracts and number of contracts awarded for the FY 2018. The breakdown of small contractor purchases/contracts, MBE purchases, and MBE good faith efforts are identified. Highlights of this summary include the inclusion of new vendors and the overall strength of SBE/MBE contracting at the University.

The Associate Director of Administrative Services continued to be attentive to Contract Compliance reporting requirements as well as good faith effort contract compliance strategies. Systems are in place to allow for ongoing monitoring and report preparation.

Additional activities that the University continues to find helpful in its Contract Compliance endeavors are:

- Seeking out certified contractors
- Networking
- On site presentations of goods and services by potential contractors
- Direct contact with contractors
- Providing information to contractors about bidding and contracting procedures
- Identifying a person within the University to oversee, monitor and report to the President, the status of contract compliance within the University
- Encouraging certification of small contractors and minority business enterprises
- Internal Communications
- The State DAS web page listing of identifying SBE, WBE, and MBE participants

Problem areas that continue to be noted by the University in its endeavors are:

- Contracts established by the Department of Administrative Services that pre-empt direct contracting with small contractors and/or minority business enterprises
- Competitive bids reserved for set-aside vendors may yield no results that require a re-bid situation. Increased participation is needed in the set-aside program.
- Prices received by set aside vendors tend to be higher because of the cost of doing business in Connecticut.

The good faith effort initiatives that have been undertaken and initiatives that are currently underway will surely continue to strengthen the University in its Contract Compliance endeavors.

Western Connecticut State University will continue its good faith efforts and attentiveness to achieve the highest levels possible in its Contract Compliance program.